



## **OCASA Board of Directors Meeting**

Friday, April 20, 2012

9:30 am – 11:00 am

### **Meeting Minutes**

#### **In attendance:**

- |    |                    |                           |
|----|--------------------|---------------------------|
| 1. | Mary-Lou Rainville | Canadore College          |
| 2. | Riley Burton       | Confederation College     |
| 3. | David Belford      | Fanshawe College          |
| 4. | Chris Fliesser     | Fanshawe College, Retiree |
| 5. | Bob Eichvald       | George Brown College      |
| 6. | Chantal Thiboutot  | La Cité collégiale        |
| 7. | Rob Kardas         | Lambton College           |
| 8. | Rick Helman, Chair | Loyalist College          |
| 9. | Susan Atkinson     | Sheridan College          |

#### ***Regrets:***

- |     |                  |                       |
|-----|------------------|-----------------------|
| 10. | Sheryl Furlonger | Confederation College |
| 11. | Alanna McDonell  | Algonquin College     |

Time	Agenda Item #	Agenda Item
9:30 am	1.	<b>Call to Order/Welcome</b> Chair: Rick Helman, President, welcomed everyone to the meeting. Members also joined the meeting on Adobe Connect to experience the webinar space that OCASA is currently using for its program.
	2.	<b>Approval of the Agenda</b> <u>Motion: That the Agenda be approved as circulated.</u> Moved: Chantal Thiboutot Seconded: Chris Fliesser Carried
	3.	<b>Approval of the Meeting Minutes of February 10, 2012</b> <u>Motion: That the Meeting Minutes of February 10, 2012 be approved.</u> Moved: Susan Atkinson Seconded: David Belford Carried
9:40 am	4.	<b>Executive Report</b> i) President: Rick Helman provided updates: <ul style="list-style-type: none"> <li>• Review of Terms &amp; Conditions of Employment for Administrative Staff: met with Council reps in March, and with Nelligan legal counsel by phone; trying to update language, away from collective agreement style, more professional, with some key terms clarified.</li> <li>• College rep calls/trends: good chance to hear from colleges on these teleconference calls; trends of reorganizations and presidential searches were recently noted.</li> <li>• Wage restraint still outstanding, will be noted later in meeting when Don Sinclair calls in.</li> <li>• College layoffs on radar; OCASA will still maintain that admin staff portion of budget is small.</li> </ul> ii) Executive Director: Diane Posterski provided updates: <ul style="list-style-type: none"> <li>• Business Plan Progress Report April (APPENDIX 1): progress-to-date was reviewed based on the 2012 business plan. Projects are progressing well.</li> <li>• Membership: Continues to sit roughly at 730-735, but retirements are expected over the next few months. Twenty new members have joined since January.</li> <li>• Key issues:               <ul style="list-style-type: none"> <li>✦ Certification/ enrollment: this continues to be a challenge in the early stages of development. CHERD has been accommodating in working with OCASA to ensure that a course runs. The May course with Dr. Dominique Giguère is an excellent opportunity for administrators. It was</li> </ul> </li> </ul>

## AGENDA

		<p>suggested that we find competency grids and align our courses, and communicate accordingly</p> <ul style="list-style-type: none"> <li>✦ Member engagement: The challenge of engaging members still exists, though has been improved with webinars reaching more members.</li> <li>✦ Recruitment: This is an ongoing challenge that will be focused on in the next few months, to review and update all materials.</li> </ul> <p><u>Motion: That the Executive Report be received.</u>        Moved: David Belford        Seconded: Chantal Thiboutot        Carried</p>
10:10 am	5.	<p><b>Committees Reports: APPENDIX 2</b></p> <p><i>Discussion:</i></p> <ul style="list-style-type: none"> <li>i. New Hires Recruitment: Response to communications materials: there was very helpful feedback to confirm the communication materials, and dates.  <b>Diane Posterski will finalize based on these comments.</b></li> <li>ii. Succession Planning for Board of Directors: Rick Helman reminded everyone of the need for board nominations and succession planning. Four vacancies need to be filled at the AGM.</li> </ul> <p><u>Motion: That the committee reports be received.</u>        Moved by: Chantal Thiboutot        Seconded: Mary Lou Rainville        Carried.</p>
10:30 am	6.	<p><b>Treasurer's Report: Rick Helman (Acting)</b></p> <ul style="list-style-type: none"> <li>i. 2011 unofficial financials</li> <li>ii. Audit</li> </ul> <p>Rick reported that the auditor's draft report had been received and was under review. Some discrepancies would be reviewed, but indications were that a small deficit would be the final result.        Diane Posterski noted that since taking on full-time staff and a permanent office, offering new programs, OCASA has managed to stay viable. The hope is to see the reserve fund grow in the next few years.        Discussion: Strategy to build reserve funds. Rick Helman outlined the reasons for building a reserve fund, particularly for unexpected events, and opportunities. Once a new treasurer is in place, this will be revisited.  <u>Motion: That the Treasurer's Report be received.</u>        Moved: Susan Atkinson        Seconded: Rob Kardas        Carried.</p>
10:45 am	7.	<p><b>Don Sinclair, President &amp; CEO, College Employer Council</b></p>

## AGENDA

10:45 am	7.	<p><b>Don Sinclair, President &amp; CEO, College Employer Council</b></p> <ul style="list-style-type: none"> <li>• Compensation guidelines</li> <li>• Wage restraint</li> </ul> <p>Don Sinclair joined the meeting and provided an overview of the current situation regarding wage restraint.</p> <ul style="list-style-type: none"> <li>• New legislation creates a “hard freeze” in public sector. CEO and executives are included in this restraint. But what does this mean? Deans, CIO, etc.</li> <li>• CEC and CO jointly sent a letter to Finance and TCU Ministers to request exemption of deans in language of act but no formal response from government yet (will share letter with board). Not expecting a response from government until passes.</li> <li>• Admin compensation: CEC starting 3<sup>rd</sup> year of operation, admin policy hasn’t had to do much work since start up due to wage restraint. HR steering committee reviews and makes recommendations for admin compensation program (only college presidents who are on Steering Committee to avoid conflict of interest)</li> <li>• New firm has been hired for compensation consulting to continue work previously provided by KMAC Consulting. In preparation for exit from wage freeze, have done process for guidelines, but need to wait until budget is confirmed at province. OCASA met with new consultants in February, which has been taken into consideration.</li> </ul> <p>Challenges: two years of academic increased as bargained; support staff increases; steering committee is fully cognizant of compression in admin group.</p> <p>Expect to send out recommendations May 1. Will send to OCASA when available, to hold for 2 weeks before sharing with members.</p> <p>Discussion followed, with questions around the wage freeze.</p> <p>Rick thanked Don for joining the meeting and for the ongoing support of the College Employer Council.</p>
11:00 am	8.	<p><b>Motion to Adjourn</b></p>

## APPENDIX 2

<b>AGENDA ITEM #5: COMMITTEE REPORTS IN BRIEF</b>
<p><b>Member Engagement working group:</b></p> <p>New Hires Recruitment Program continues to develop:</p> <ul style="list-style-type: none"> <li>• Phase 1 of communications: see draft communication materials for use with colleges (see next page)</li> <li>• Phase 2 for recruitment will be developed next</li> </ul> <p><b>Discussion: Response to communications materials</b></p>
<b>Awards Committee:</b> Nominations open to April 27
<p><b>PD Committee:</b> Key initiative is <b>Mentoring Program</b></p> <p>Following two surveys, a steering committee has been identified as well as a list of members interested in helping to get it going, and lots of information to help form the program.</p> <p>Steering committee meets April 25:</p> <ul style="list-style-type: none"> <li>• Kevin Baker, Dean, School of Interdisciplinary Studies and Employment Services, Durham College</li> <li>• Darlene O'Neill, Assistant Manager Career, Co-operative Education &amp; Community Employment Services, Fanshawe College</li> <li>• Laurie Torno, Job Evaluation Specialist, HR, Seneca College</li> <li>• Sherry Gosselin, CAPM, Operations Leader, School of Education Health and Wellness, Fleming College</li> <li>• Don Young, PEng, Dean, Faculty of Applied Science, St. Lawrence College</li> <li>• Cindy Bleakney, Manager, Staff Services, St. Lawrence College</li> <li>• Gene Stodolak, Director, Cooperative Education Partnerships, Mohawk College (member of PD Committee)</li> </ul>
<p><b>Governance Committee</b></p> <p><b>Discussion: Succession Planning for Board of Directors</b></p> <ul style="list-style-type: none"> <li>• Need for depth of leadership and potential officers.</li> </ul>

## Supplementary Notes

**AGENDA ITEM #6: COMMITTEE REPORTS IN BRIEF****Member Engagement working group:**

New Hires Recruitment Program continues to develop:

- Phase 1 of communications: see draft communication materials for use with colleges (see next page)
- Phase 2 for recruitment will be developed next

***Discussion: Response to communications materials***

**Awards Committee:** Nominations open to April 27

**PD Committee:** Key initiative is **Mentoring Program**

Following two surveys, a steering committee has been identified as well as a list of members interested in helping to get it going, and lots of information to help form the program.

Steering committee meets April 25:

- Kevin Baker, Dean, School of Interdisciplinary Studies and Employment Services, Durham College
- Darlene O'Neill, Assistant Manager Career, Co-operative Education & Community Employment Services, Fanshawe College
- Laurie Torno, Job Evaluation Specialist, HR, Seneca College
- Sherry Gosselin, CAPM, Operations Leader, School of Education Health and Wellness, Fleming College
- Don Young, PEng, Dean, Faculty of Applied Science, St. Lawrence College
- Cindy Bleakney, Manager, Staff Services, St. Lawrence College
- Gene Stodolak, Director, Cooperative Education Partnerships, Mohawk College (member of PD Committee)

**Governance Committee**

***Discussion: Succession Planning for Board of Directors***

- Need for depth of leadership and potential officers.

## Supplementary Notes

*NOTE: One page flyer - this will go to the graphic designer. We are presenting a “program” as opposed to just a recruitment strategy:*

## COLLEGES 101

**Launch date: September 1, 2012**

**New administrative hires at your college will be offered:**

*Complimentary one-year membership with OCASA (\$290 value),  
with full member privileges, PLUS:*

- + *COLLEGES 101: The Big Picture online video series*
  - *Meeting system leaders; overview of governance and structures*
- + *COLLEGES 101: Mentoring*
  - *Access to experienced mentors, specifically for newer administrators*
- + *COLLEGES 101: Networking*
  - *Access to and guidance about making the most of a professional network*
- + *COLLEGES 101: Webinars*
  - *Noon-hour webinars spotlighting key issues in administration*

OCASA is stepping out – and inviting you to support this initiative.

### **Benefits to New Hires:**

- + Feeling connected to the “bigger picture”
- + Greater understanding of the system and its partners
- + Quicker reference guide for external structures and resources
- + Part of a dynamic network, committed to excellence and professionalism

### **Benefits to Your College:**

- + A welcome package that offers complimentary professional membership
- + Administrators who become connected and have access to a network of experience
- + Leadership and professional development

### **How you can support this initiative:**

- + Continue to provide promotional material at hire as provided by OCASA
- + Provide names/work email of new admin hires to local rep for follow up
- + Endorse membership in OCASA as a valuable resource for administrators

New hires can easily register online for their complimentary membership, and become connected immediately. Local reps will follow up within 4 weeks of hire to ensure they’ve registered and know how to connect with OCASA.

## Supplementary Notes

**Questions & Answers****Why is OCASA creating COLLEGES 101, with the focus on new hires?**

1. Focus groups tell us that new admin hires would benefit from:
  - ✦ greater connection
  - ✦ access to an experienced network
  - ✦ mentoring
  - ✦ understanding about the system as a whole.

**And the first year is overwhelming.**

*(focus groups were held in all four regions, from both large and small colleges)*

2. As demographics change, and retirements increase, OCASA wants to be truly representative of all college administrators. We value the unique input of newer administrators that is necessary to build a professional association.
3. This building block in member products and services for new hires holds OCASA to greater account for all members. We are raising expectations, that will lead us into a stronger future.
4. OCASA membership enrolment varies across the system. We would like to normalize membership – make it a natural part of being a college administrator.

**How will colleges benefit? Isn't OCASA just being self-serving?**

1. We truly believe that everything we do benefits colleges. When members are engaged in OCASA, our experience is that they're also highly engaged at their campus – as leaders. A strong professional network builds a profession with excellence and collegiality.
2. OCASA is a voluntary membership-based organization. We need to keep growing membership, even in the face of retirements. With just one full-time staff, effectiveness and efficiency become paramount. We offer great value to members, on a modest budget. Colleges have historically been very supportive in sharing information.
3. We also believe that partnering with colleges keeps us accountable to you.

**Who is bearing the cost of complimentary memberships?**

OCASA has built it into the budget, counting on increased memberships overtime. The first year is the greatest investment.

**Aren't current members just subsidizing new hire memberships?**

The greatest investment is reflected in the first year. In this case, one might say that all memberships contribute to this program. But we also believe it's a strategic imperative. All members benefit from this initiative long-term.

**What about other administrators in the system who haven't yet joined?**

We will continue to create strategies for encouraging all administrators to join, including trial options in the future. Right now, our focus is on new admin hires.

**What about members who joined in the last 6 months and are new to admin?**

Have them contact the OCASA office for more information.

[members@ocasa.on.ca](mailto:members@ocasa.on.ca)

1-866-742-5429 ext. 102 (Diane Posterski, Executive Director)

**What are the benefits to OCASA members as a whole?**

OCASA's strength as a network and professional association lies largely in being representative across the system, including sheer numbers. Simply, the more members in OCASA, the greater benefit to everyone, including more products and services to members.



## Supplementary Notes

**OCASA Fact Sheet**

**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.*

**Organizational information:**

- + Formed in 1996 following the Social Contract
- + Incorporated in Ontario, as a voluntary, professional association
- + Officially recognized by College Employer Council as representatives of administrators (representation on provincial committees)
- + Sponsor of the CAAT Pension Plan, currently with three appointees
- + One full-time executive director and one part-time administrator
- + 730 members, from 24 colleges
- + Board of Directors has 12 members
- + College Rep Advisory Committee provides guidance to board

**Membership:**

Membership spans vice-presidents to directors, deans, managers, supervisors and executive assistants. It's a broad spectrum across job functions, but truly reflective of the organizations across colleges.

Membership is roughly split between academic and operations management.

OCASA membership exists in all colleges, but is greater than 50% representations in about eight colleges.

**Administrative Staff Associations:**

Some colleges enjoy local associations. ASAs provides opportunities for local networking, professional development and, often, consultation with senior leadership.

**Key Member Benefits:**

- + Networking
- + Professional development
  - Online courses, part of a Certification in College Leadership & Administration
  - Monthly webinars
  - Annual PD Conference: Leaders & Innovators
- + Advocacy & Provincial representation
- + Access to Legal services
- + Mentoring (in development stage)
- + Excellence Awards & Student Bursaries (members)

## Business Plan Overview 2012

**Progress Report April 20 Board of Directors Meeting**

Strategic Priority	Leadership			
Goal	<b>Critical discourse on relevant issues positively influences the system.</b>			
Strategy	Activity	Responsibility	Notes/results April, 2012	Timeline
• 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"> <li>Still in progress, will come out of conference, and mentorship program in development.</li> <li>Target timeline: Fall 2012</li> </ul>	
• 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"> <li>Not started.</li> <li>Idea: link these people once identified to our blog. Invite them as guest bloggers. And those attending conferences.</li> </ul>	
• Invite stakeholders to engage in discussion	3. LinkedIn discussion? 4. Video of outgoing presidents?	ED/ Board	<ul style="list-style-type: none"> <li>Video of outgoing presidents underway – Journalism students from Fanshawe worked on this project, directed by Dean Greg Murphy (Durham) as part of College Administrator initiative; will be ready for conference/ and posted online.</li> <li>Looking at video of partner organizations for new hires program (Linda Franklin; Don Sinclair, Derek Dobson). Don Sinclair has already agreed.</li> </ul>	

## Business Plan Overview 2012

## Progress Report April 20 Board of Directors Meeting

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"> <li>Support, encourage and develop opportunities for professional growth</li> </ul>	1. Offer monthly OCASA Webinars on relevant issues	PD Committee/ ED	ED has been planning these to date. Since January: <ul style="list-style-type: none"> <li>+ <u>January</u>: Compensation Program (Council/Kroon)</li> <li>+ <u>February</u>: Insured benefits Retirees (Council)</li> <li>+ <u>March</u>: Legal: Reorganization - managers' rights &amp; responsibilities (Nelligan)</li> <li>+ <u>April</u>: Legal: Boomers and Beyond (Nelligan)</li> <li>+ <u>April</u>: Strategic Planning &amp; Business Planning I - Preview for Online Certification Course (Dominique Giguère)</li> </ul> <i>Roughly 75-100 members have attended these webinars since January.</i>	
	2. Explore & develop Mentorship Program	PD Committee	<ul style="list-style-type: none"> <li>+ Full survey has run and steering committee identified. Strong response and interest in this program. Steering committee meets April 25 to begin planning.</li> </ul>	
<ul style="list-style-type: none"> <li>Promote programs that are accessible system-wide</li> </ul>	3. Certification/On-line learning: Develop and offer 4 new courses in 2012	PD/ Certification Committee	<ul style="list-style-type: none"> <li>+ Three new courses have been developed: Conflict Resolution (Jan/Feb), Innovation in Administration (April), Strategic/Business Planning (May/June).</li> <li>+ Strategic/Business Planning II will be developed for Fall 2012 or Winter 2013.</li> </ul>	
	4. Provide links to other relevant events/webinars	Executive Director, in consultation	No Action to date.	
<ul style="list-style-type: none"> <li>Develop and identify avenues that encourage and support a professional network (i.e. sharing of best practices)</li> </ul>	5. Explore regional events: Eastern, GTA	Executive Director	<ul style="list-style-type: none"> <li>+ Some casual conversations but nothing concrete yet.</li> <li>+ Considerations for a speaker event, or one-day training/networking event.</li> </ul>	
	6. Identify networking "tool" that will work for OCASA members.	Executive Director	<ul style="list-style-type: none"> <li>+ Working on developing online membership search tool as part of new hires initiative. Criteria have been set and web developers are working on it.</li> <li>+ This will have implications for members'</li> </ul>	

## Business Plan Overview 2012

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			participation, privacy, etc. + Without resources, LinkedIn has been fledgling, and might not serve us fully. No tool will, so still need to consult and develop this plan.
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Strategic Priority	Community Building			
Goal	<b>OCASA's active professional community is representative of the provincial administrative group.</b>			
Strategy	Activity	Responsibility	Notes	Timeline
<ul style="list-style-type: none"> <li>Build awareness of OCASA's value within the college system</li> </ul>	1. Promote trial opportunities for OCASA membership: webinars; trial course; complimentary membership for new hires.	ED/Various committees	<ul style="list-style-type: none"> <li>Non-members may access online courses once during 2012. Three non-members are enrolled in one spring course on a trial basis.</li> <li>Complimentary membership program is in development to be launched Sept. 1, 2012.</li> <li>Consideration is being given to non-members as well, in terms of trial option for membership.</li> <li>Members can invite non-members to join them for a webinar, not sure how much this is happening, but one college rep does circulate this information to all admin.</li> </ul>	
	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"> <li>Some materials online, still more work to do. Need to do more work to connect ASAs together.</li> </ul>	
<ul style="list-style-type: none"> <li>Encourage and support local Administrative Staff Associations</li> </ul>	3. Provide regular (every 2-3 months) conference calls for college reps, and develop connections between ASAs.	ED/President	<ul style="list-style-type: none"> <li>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.</li> </ul>	

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<ul style="list-style-type: none"> <li>• Build collaborative relationships with senior management at colleges</li> </ul>	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"> <li>✦ OCASA provided Pre-Budget Submission to senior management and partners. Information about Admin Profile was valuable, including salary compression and distribution information.</li> <li>✦ Presidents and HR Executives have been included in information updates about PD development, requesting their input.</li> <li>✦ Materials for New Hires Recruitment program will include some brief information about focus groups of newer admin.</li> </ul>
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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"> <li>• Develop external partnerships that enhance professional excellence</li> </ul>	1. Develop sponsorships that support the work of OCASA and its members.	Board & ED	Some work has been done: <ul style="list-style-type: none"> <li>✦ RBC still in progress, have been waiting on their program offer</li> <li>✦ Winleader (promotional/retail merchandise) recommended by Allan Neal, Fanshawe. They will join us at the conference with sponsorship.</li> <li>✦ ADOBE has undergone organizational changes, and will not be back as a sponsor for 2012; however, we have committed to revisit this in January 2013.</li> <li>✦ Davenport, CMU, OCAS, College Employer Council, and Colleges Ontario continue to offer support.</li> <li>✦ Other potential partners have been approached; several contacts were made in December.</li> </ul>	

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	2. Develop a framework for supporting academic pathways of members	Task Force to look at this issue	No action to date.
• 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"> <li>+ College Admin profile developed with PR firm, Redbrick Communications. This will continue to be updated on an ongoing basis.</li> <li>+ Used as part of Pre-Budget submission in March 2012.</li> </ul>

Strategic Priority	Sustainability			
Goal	<b>OCASA provides exceptional member value that is supported by social, economic and environmental responsibility.</b>			
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"> <li>+ Focus groups were run; parameters of program confirmed, communication materials in development for College Reps/HR discussions.</li> <li>+ Will launch Sept. 1, 2012.</li> </ul>	
	2. Annual membership survey	ED in consultation with Board?	No action to date.	
• Commit to highest ethical and professional standards for board, staff and members	3. Review and update governance policies	Governance Committee?	<ul style="list-style-type: none"> <li>+ Policy updates will be brought to June Board meeting.</li> </ul>	
	4. Promote statement of professionalism to members.	ED/ Communications	<ul style="list-style-type: none"> <li>+ On website, but no specific action to date.</li> </ul>	
	5. Review of Executive Director position, updating job description and reviewing compensation plan.	President/ED	<ul style="list-style-type: none"> <li>+ JFS has been rewritten, being evaluated by two people in system; review is ongoing.</li> </ul>	

## Business Plan Overview 2012

**Progress Report April 20 Board of Directors Meeting**

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