



OCASA Board of Directors Meeting

Friday, February 10, 2012

9:30 am

Meeting Minutes

In attendance:

- | | | |
|-----|--------------------|---------------------------|
| 1. | Alanna McDonell | Algonquin College |
| 2. | Mary-Lou Rainville | Canadore College |
| 3. | Riley Burton | Confederation College |
| 4. | David Belford | Fanshawe College |
| 5. | Chris Fliesser | Fanshawe College, Retiree |
| 6. | Bob Eichvald | George Brown College |
| 7. | Chantal Thiboutot | La Cité collégiale |
| 8. | Rob Kardas | Lambton College |
| 9. | Rick Helman, Chair | Loyalist College |
| 10. | Susan Atkinson | Sheridan College |

Regrets:

- | | | |
|-----|------------------|-----------------------|
| 11. | Sheryl Furlonger | Confederation 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 (amended): Moved: Chantal Thiboutot Seconded: Chris Fliesser Carried
3.	Approval of the Meeting Minutes of November 17, 2011 Motion: That the Meeting Minutes of November 17, 2011 be approved. Moved: Mary Lou Rainville Seconded: David Belford Carried
4.	Executive Report (attached as supplementary notes) <i>Rick Helman reported</i> <ul style="list-style-type: none"> Advocacy: wage restraint Rick referenced the Administrator Profile and charts demonstrating salary compression. Discussion: It was agreed that this information needs to be packaged

AGENDA

	<p>appropriately, focusing on trending, facts, and the impact on the system in terms of impeding the ability to recruit good talent.</p> <ul style="list-style-type: none"> • ACC meeting February 13, 2012 Rick highlighted the agenda for this upcoming meeting. He also noted that OCASA would be meeting with the new consultant to Council on admin compensation. The Ts & Cs review committee is being scheduled to meet in March. Discussion: there were some questions raised about how Job Evaluation relates to compensation, and movement through the range. The volume of work inequities can sometimes confuse employees about job placement in compensation bands. Clarification about the pointing system for job evaluation was offered. It was noted that the time period to move through the range is an important indicator. OCASA has sought a 5-6 year window; in reality it tends to be 7-9 years. • Strategic Plan (APPENDIX 2): The business plan direction was presented, noting it still needs to be fleshed out. There was some discussion on critical discourse and who to achieve this. It was agreed that OCASA could highlight innovation that already exists in the system, encouraging leadership and networks in these areas. College Reps might be the logical place for responsibility in this category. There was also come discussion about political involvement and OCASA being more strategic with it's messaging. • College rep calls/trends: useful exercise, interesting information shared. • Membership report: Diane Posterski reviewed this report. Regional report revealed that membership is stronger in the northern and eastern regions. Key colleges with low memberships do bring down the averages. Suggestion: what about holding a meeting at low membership colleges to bring greater awareness to that campus? Also, an article in <i>College Administrator</i> could focus on ASA activities at active colleges, as an encouragement to non-active colleges. ACTION: Diane Posterski will take this to Editorial Board. <p>Motion: That the Executive Report be received Moved: Alanna McDonell Seconded: Riley Burton Carried</p>
5.	<p>Committees Updates/Recommendations:</p> <ul style="list-style-type: none"> i. Member Engagement working group: <i>Diane Posterski reported</i> <ul style="list-style-type: none"> • Recruitment Plan for new hires is in process • Three focus groups have been completed highlighting the need for connections, networks, and access to information.

AGENDA

ii. Awards Committee *Diane Posterski reported*

- Awards nominations are now open and members should be encouraged to nominate colleagues.

iii. PD Committee *Diane Posterski reported*

- The mentorship survey opened the previous day with 95 people already responding. The PD committee will look at the results and develop a plan.
- Webinars: four completed to date, with two more scheduled in March and April.
- PD Conference: registration opens soon, workshops are on track.
- Certification program: feedback indicates very strong instructors; still needing enrolment. Courses are being scheduled for April and May.

iv. Governance Committee (Rick Helman)

Report & Recommendations (attached as supplementary notes)

With a recent vacancy on the Board, and no one stepping forward to filling the Treasurer's role, it was moved:

Motion: That Rick Helman assume the role of Acting Treasurer until the next round of elections, June 26, 2012.

Moved: Rob Kardas

Seconded: David Belford

Carried

The following recommendation from the Governance Committee was endorsed by the Board:

That the board develop and incorporate into the strategic plan an initiative that ensures that succession planning be a regular part of sustainability of the association, supporting member representation on committees and the board of directors.

That Associate Membership be expanded to include:

- those administrators working in corporations or entities that are directly linked to the CAAT sector, and who are included as members of the CAAT Pension Plan.
- And that associate member benefits include legal services; and that voting privileges be given to associate members at member meetings, with the caveat that quorum for such meetings must include a minimum of 2/3 regular membership.

Motion: That the committee reports be received.

Moved: Chris Fliesser

Seconded: David Belford

AGENDA

	Carried
6.	<p>Treasurer's Report: Rick Helman (Acting)</p> <ul style="list-style-type: none"> i. 2011 unofficial financials No numbers yet, but will send this forward in next week or so. ii. Audit <p>Motion: That the Treasurer's Report be received.</p> <p>Moved: Chantal Thiboutot Seconded: Bob Eichvald Carried</p>
7.	<p>Business Development:</p> <ul style="list-style-type: none"> • RBC • Sponsorships, partnerships, potential revenue sources • Political contacts • Discussions with other associations about doing something together? i.e. PD? • Strategic Alliances? • Chantal: partnerships are good for PD, information sharing, influence sharing.
8.	New Business: None
9.	<p>Adjournment</p> <p>Moved: Alanna McDonell Seconded: Rob Kardas</p>

DRAFT

Ontario's College Administrators

Ontario's 24 colleges of applied arts and technology play an important role in developing a skilled workforce that will drive our economy forward and secure our long-term prosperity.

College administrators are committed to the value of higher education and training as a gateway to opportunity. By ensuring strong academic programs and cost-efficient operations, skilled and knowledgeable administrators are essential to the success of the province's college system.

Who is a College Administrator?

From providing strategic leadership to supporting student life, administrators keep colleges running smoothly, efficiently and effectively. They touch virtually every aspect of the college experience and serve in all college departments – from academics to admissions to food services and financial aid.

There are approximately 2,100 administrators in the provincial college system. Many are highly-educated professionals with substantial management responsibilities. Administrators hold a range of titles, from executive assistants and supervisors to managers, deans, directors and vice presidents.

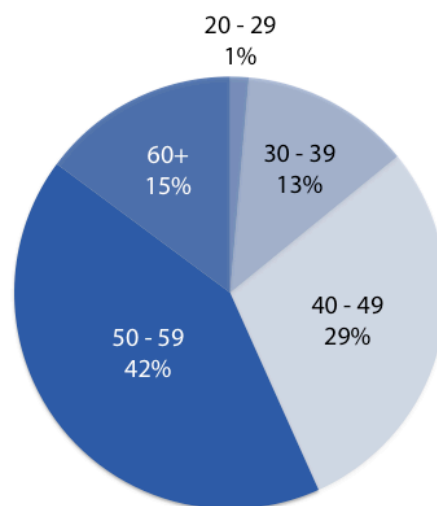
Gender

- About 60 per cent of Ontario's college administrators are female and 40 per cent are male.

Age & Retirement

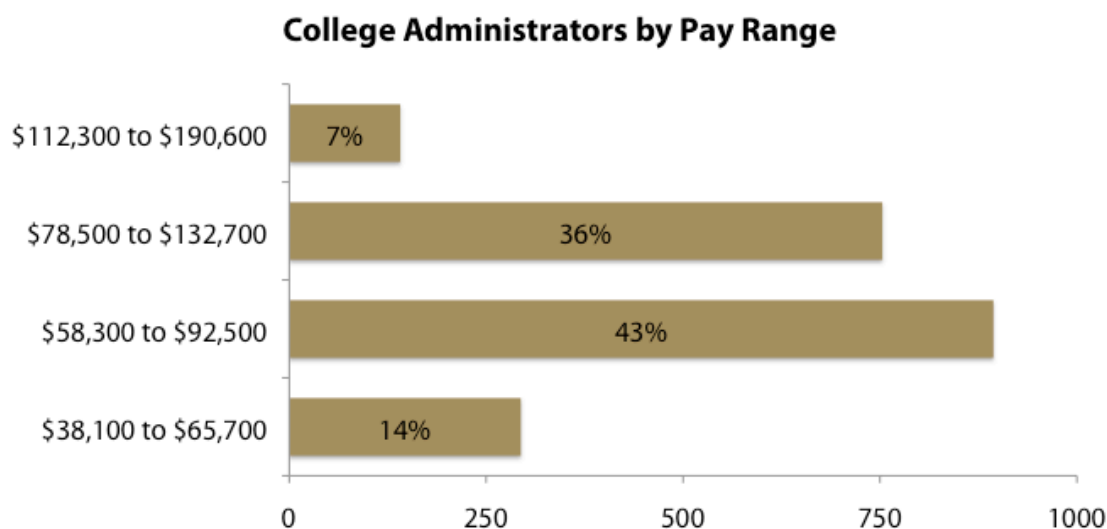
- Over two-thirds of Ontario's college administrators are between the ages of 40 and 59.
- Retention and recruitment of administrators will soon become a significant issue for colleges. More than 35 per cent of administrators are eligible for some form of retirement, while 11 per cent are eligible for unreduced retirement.

College Administrators by Age



DRAFT***Salaries and Benefits***

- Administrator salaries are spread across 13 pay band levels, starting at \$38,102 and topping out at \$190,580.
- The majority fall into the middle of this range, with 43 per cent in the \$58,300 to \$92,500 range. More than 70 per cent earn less than \$100,000 per year.
- Total salaries and benefits for administrative staff represent about 14 per cent of total spending on salaries, wages and benefits in the Ontario college system. Compensation for full-time faculty accounts for nearly 40 per cent, and support staff almost 24 per cent.

**About OCASA**

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.

Founded in 1996, OCASA enjoys the support of the College Employer Council and Colleges Ontario, working together on matters relevant to college administrators.

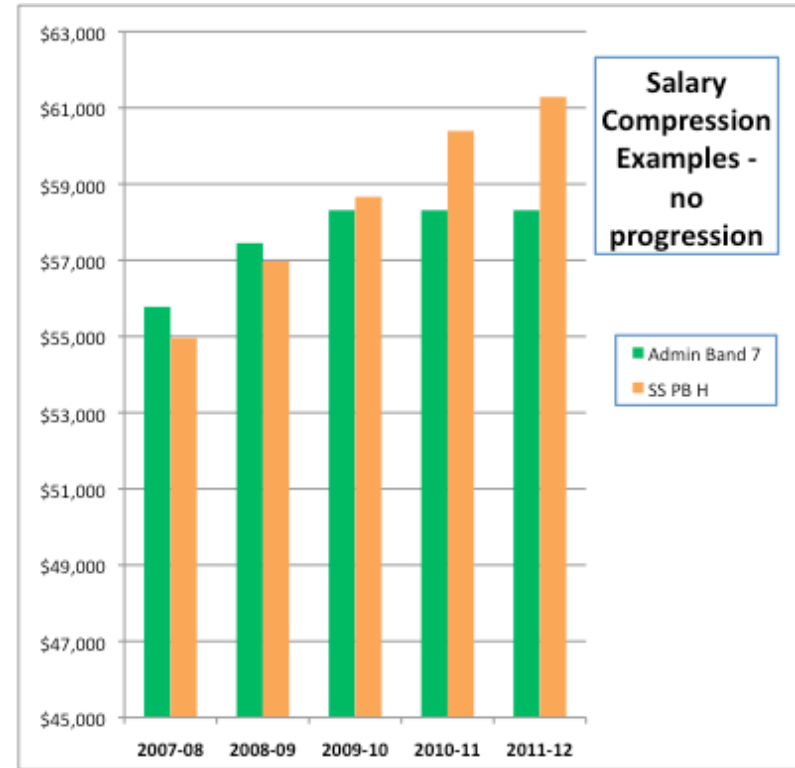
Visit www.ocasa.on.ca for more information.

Salary Compression examples: Administrative vs Support Staff



Assumptions:

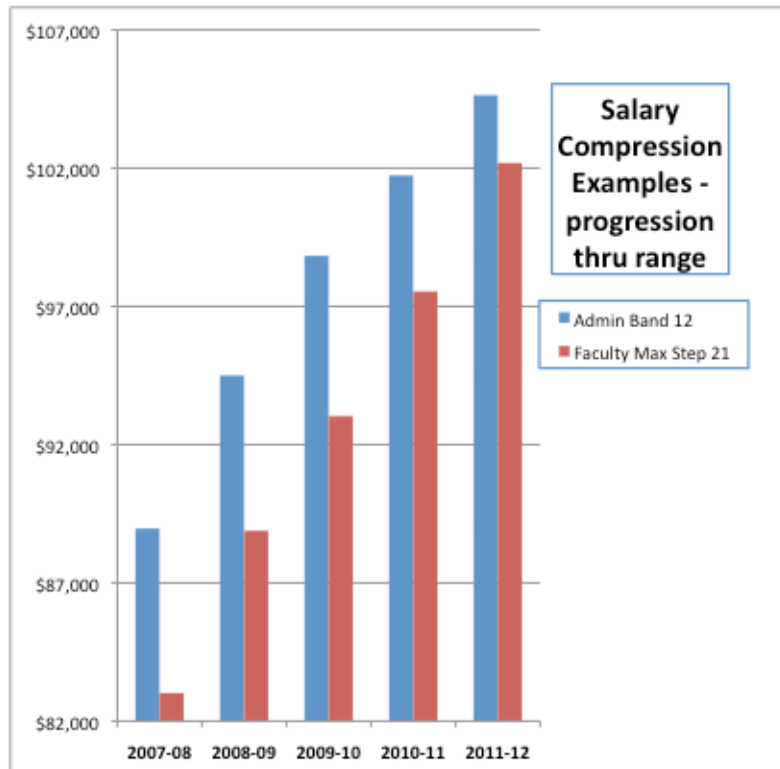
- Admin exemplar progresses to maximum in Band by 2011-12
- Support exemplar progresses to max in 2011-12
- qualifies for 6 month recognition allowance (\$425) but not 10 yr



Assumptions:

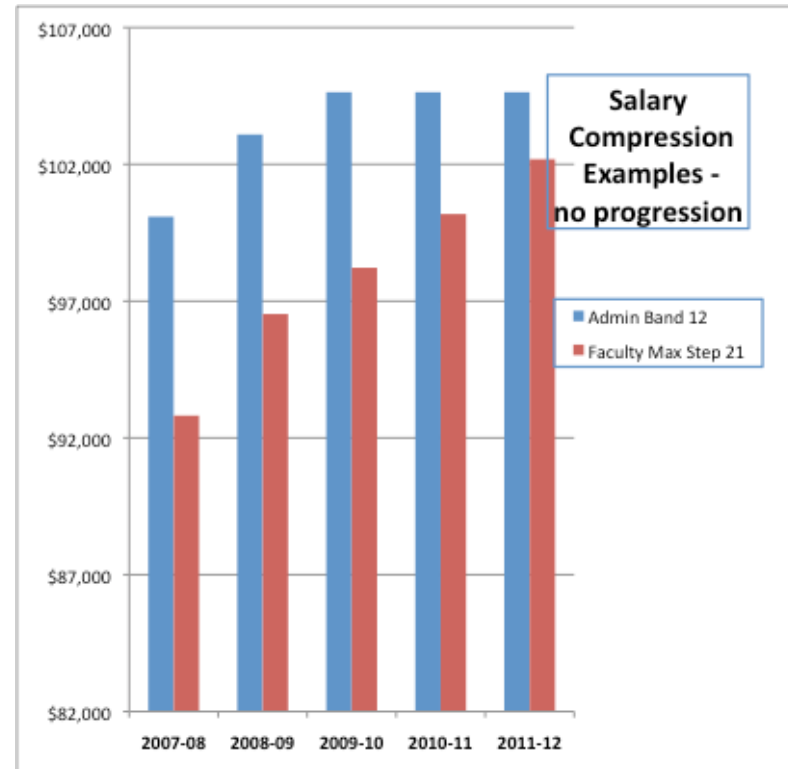
- Admin exemplar progress is at maximum in 2007-08
- Support exemplar progresses to max in 2011-12
- qualifies for both recognition allowances from 07-08 on

Salary Compression examples: Administrative vs Faculty



Assumptions:

- Admin exemplar progresses to maximum in Band by 2011-12
- Faculty exemplar progresses to max Step 21 by 2011-12
- does not include Coordinators' Allowance (about \$2,700 per Step)



Assumptions:

- Admin exemplar is at max in Band 12 by 07-08
- no exceptional performance
- Faculty exemplar is at max Step 21 in 07-08
- does not include Coordinators' Allowance (about \$2,700 per Step)

Business Plan Overview 2012
Draft January 2012

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

Business Plan Overview 2012
Draft January 2012

Strategic Priority	Leadership			
Goal	Critical discourse on relevant issues positively influences the system.			
Strategy	Activity	Responsibility	Notes	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.			
<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.			
<ul style="list-style-type: none"> • Invite stakeholders to engage in discussion 	3. LinkedIn discussion? 4. Video of outgoing presidents?			

Business Plan Overview 2012
Draft January 2012

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	Some member exclusive and some system-wide	
	2. Explore & develop Mentorship Program	PD Committee	Linkage to retiree members as well.	
<ul style="list-style-type: none"> Promote programs that are accessible system-wide 	3. Certification/On-line learning	PD/Certification Committee	Develop and offer 4 new courses in 2012	
	4. Provide links to other relevant events/webinars	Executive Director, in consultation		
<ul style="list-style-type: none"> Develop and identify avenues that encourage and support a professional network (i.e. sharing of best practices) 	5. Explore regional events	Executive Director	Eastern, GTA	
	6. Identify networking “tool” that will work for OCASA members.	Executive Director	Social media, event	

Business Plan Overview 2012
Draft January 2012

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"> • Encourage and support local Administrative Staff Associations 	2. Revamp best practices and "minimum" practice for an active ASA; build website presence of ASAs on OCASA site.	ED/Board		
	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"> • 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.		

Business Plan Overview 2012
Draft January 2012

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		
<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		

Business Plan Overview 2012
Draft January 2012

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		
	2. Annual membership survey	ED in consultation with Board?		
• Commit to highest ethical and professional standards for board, staff and members	3. Review and update governance policies: confidentiality; conflict of interest;	Governance Committee?		
	4. Promote statement of professionalism to members.	ED/Communications		
	5. Review of Executive Director position, updating job description and reviewing compensation plan.			
• Establish policies and procedures that ensure sound business practices	6. Develop financial plan that builds reserves	Finance/Audit Committee		
• Build environmental principles into business plans and operations	7. Develop policy statement that is engaged by all committees in their planning.	Board		

OCASA College Rep teleconference calls

Friday, February 3

Rick Helman, Loyalist (Chair)
 Dan Holland - Loyalist
 Sue Kloosterman - Fleming
 George MacDougall - Fleming
 Bob Eichvald - George Brown
 Judy Spring - Durham
 Diane Posterski, OCASA

Monday, February 6

Rick Helman, Loyalist (Chair)
 Don Young - St. Lawrence
 Michelle Squire - Fanshawe
 Joanne Metcalfe - Mohawk
 Corrine Campbell - Fanshawe
 John Hodgson - Northern
 Wanda Forsythe - Seneca
 Diane Posterski, OCASA

Tuesday, February 7

Rick Helman, Loyalist (Chair)
 Heather Ummels - Georgian
 Linda Trott - Georgian
 Michael Bakogeorge - Georgian
 David Belford - Fanshawe
 Lisa Whalen - Georgian
 Chantal Thiboutot - La Cité
 Diane Posterski, OCASA

These notes include highlights – they are not exhaustive of discussion. These were fruitful “check-ins”. Thanks for participating.

Colleges have only named with comments where appropriate. If you have questions, or would like to follow up a comment, please contact Diane:

diane.posterski@ocasa.on.ca

Agenda:

1. Wage restraint

- No knowledge on budget realities, but speculation that wage restraint will continue.
- Rick provided update on OCASA’s work on this, including a profile of administrators for advocacy efforts. This and a ministry submission will be forwarded to members when ready.
- Examples in system that colleges can still do for admin – JFS, movement through range or exceptional/lump sum re-earnable.

Issues discussed relevant to this issue:

- Concern about compression for admin vs support and faculty.
- Those near retirement, wage restraint does impact those people, and most will be at max.
- Exceptional piece is uneven across system. Would like to have a clarified position from Council on this matter. Exceptional pay matter should be clarified.

Budget - Waiting for Drummond Report Feb. 15

OCASA advocacy: ACC/consultant

- Submission to ministry of finance
- Suggestion: Concern for managers earning less than \$103,000

Compensation discussions at ACC

- Market survey, benchmarking is happening now for April 1 guidelines by Council

2. Trends/issues you are observing

What's happening at colleges?

- targets to reduce cost.
- lean, budget projections have just gone in. Anticipating that a new president will bring in change to organization at Georgian
- salary base is increasing ahead of grant. But same as any other year

Other trends:

- **legal advice** queries has increased within one ASA
- since **support staff strike** there has been a change in tone with support staff exec and a greater awareness of collective agreement – healthy reminder
- GBC is going through **reorganization**; lost senior mgrs to retirement and haven't replaced anyone yet. Not much information available to managers at this time, will know more in April.
- pressure to create **new programs**, including international students
- Loyalist: **increase in international students from India**; influx of more than expected. Fleming has an aggressive communications program which has helped with accurate arrivals matching enrollments
- Ottawa Citizen –article Algonquin President Bob Gillett re: Union comments. **Front line academic managers are spending too much time and money on legal bills and time.** [Click here for article](#) (note: further “sleuthing” has indicated that there might be a few hot spots, but not a trend, nor is it being discussed centrally)
- More discussion about this issue: Fanshawe: high grievance history; huge energy and time. Whole labour relations department that didn't exist 10 years ago.
- **Succession Planning**: system in place at La Cite built on identification of potential leaders, application of individuals to program, mentoring and “moving up” the ladder. Algonquin has a similar program; Georgian is working on following suit. Workshop will be offered about succession planning at OCASA conference (Brian Desbiens)
- **Selling off of residences** noted in news recently
- **Mohawk assessment of sustainability**, looking at activities that aren't necessary; lots of turnover: new admin – compression issues more relevant for them; see higher bands in support staff (metrics: % of wages in an area/system might indicate what overage is; benchmarks – what budget is available, outside sources.)
- **Financial health indicators**; purchasing/facilities share information on a sector basis – for admin, these might be benchmarks, but unique context

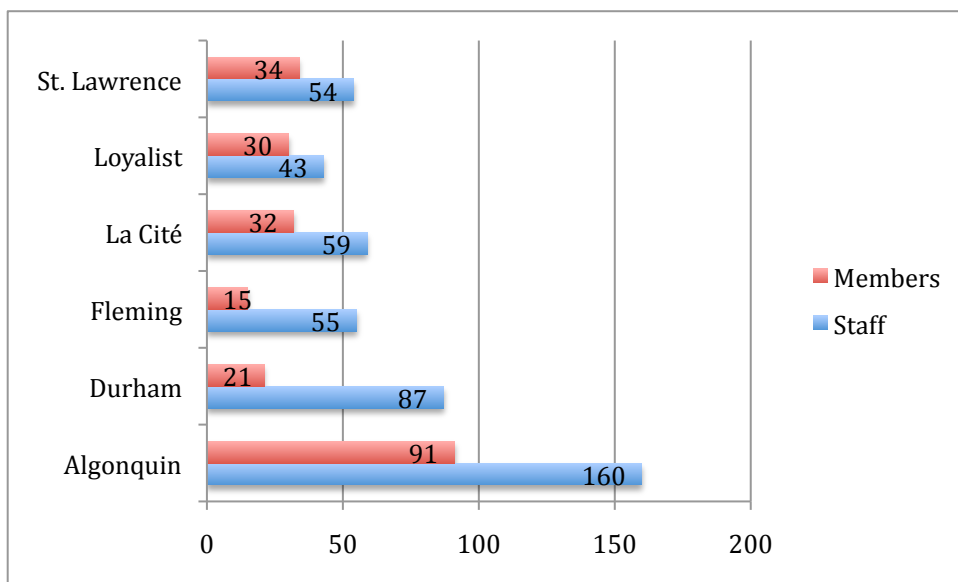
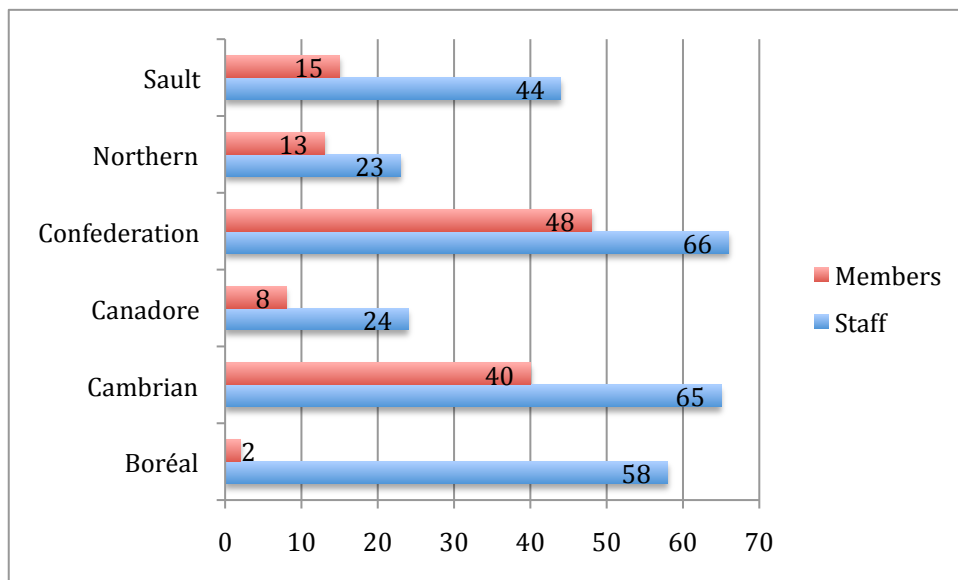
might be very important. ASCC is also doing some benchmarking work with Colleges Ontario

- Fanshawe: aggressive in **recruiting new members**. But still get questions: Why should I join, I don't have any issues. Why pay when you can't benefit me.
- So, what is answer: when things are good, how to encourage members to become part of ASA
- Look at colleges with low membership, and look for organizational barrier and attempt membership campaign.
- Membership: Key value of ASAs for recruitment
- Complimentary membership for new hires, up to us to demonstrate value of membership
- Strong support from CoP, but not all presidents necessarily
- Issues for aging employees; can colleges support easing into retirement with part-time work?
- Discussion about need to recruit more members and how many points of contact are needed: Peer recruitment: ASA, meetings, emails, phone calls
- OCASA has ASA best practices on the website, and can help with planning, elections, etc.

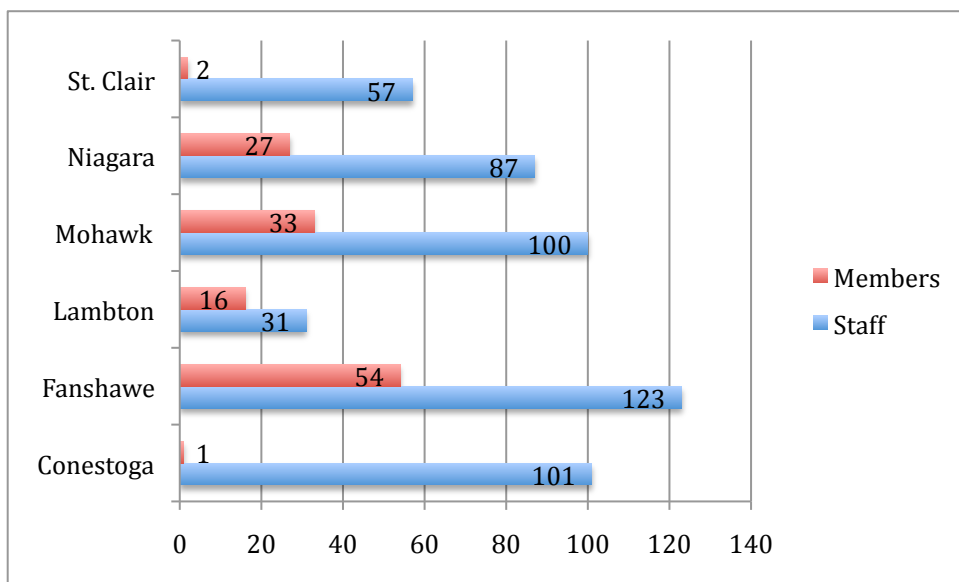
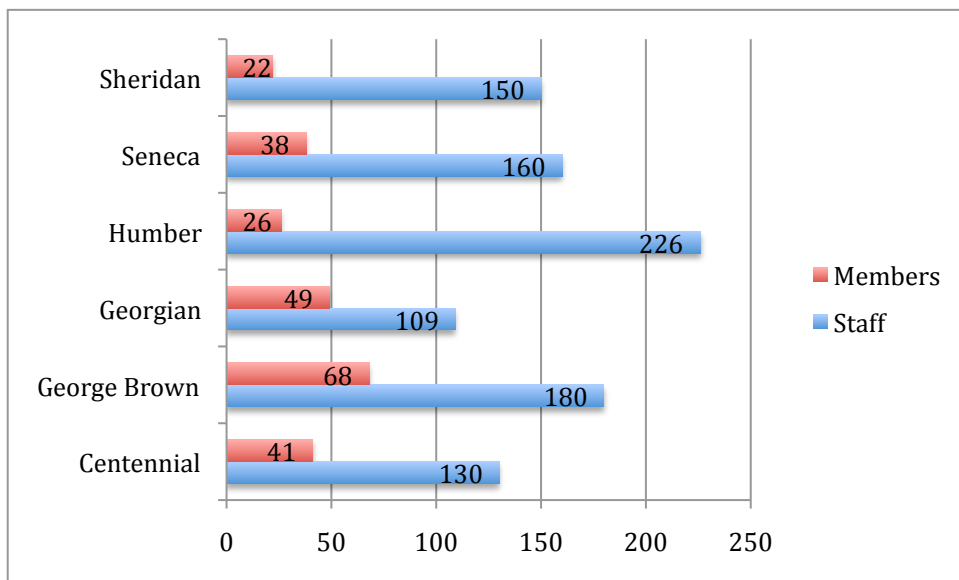
3. Important Updates:

- a. Membership fee increase: \$25 starting April 1 – this will be communicated to members in a formal communication
- b. Awards: Nominations will be open shortly, please nominate your peers and watch for the emerging leader award
- c. Board of Directors: vacancy and nominations – please encourage local members to become involved for leadership development and networking opportunities. Looking for candidates for board in general, and for treasurer.
- d. Recruitment: new hires campaign coming in later spring
- e. ASAs : consult best practices from OCASA
(<http://www.ocasa.on.ca/about-us>)
- f. Strategic plan: updated with focus on 5 key pillars
(<http://www.ocasa.on.ca/about-us>)

OCASA Membership stats (Jan. 2012) versus System Total Admin Staff (2010/11)



OCASA Membership stats (Jan. 2012) versus System Total Admin Staff (2010/11)



FOCUS GROUPS: Brief Summary

1. Good basic understanding about OCASA's primary purpose:
 - Representation
 - PD
 - Legal
2. Awareness among members can be improved - about OCASA service, resources and member eligibility
3. What might new members be looking for:
 - a. Looking for linkages to other colleges; meeting counterparts there; access to database of names
 - b. Need a more robust website with resources/linkages
 - c. Suggestions about improving access to OCASA resources/information
 - d. Mentor with senior member
 - e. Webinars on specific topics to view online i.e. transitioning to a new position
 - f. Need for PD in general
 - g. Help with transitions from external, and union
 - h. Information for new hires is key
 - i. Linkages to retirees for mentoring and hire!

Themes: Network, network, network! And access to information about system, admin and specific roles.

Mixed feelings about a complimentary membership – free isn't always best. And need to ensure services are in place.

Some PD ideas:

- Top 10 things you will need to know in dealing with unions – great for newer admin.
- Informal sharing of workplace challenges discussion
- Decoding the elements within the collective agreements
- Managing budgets for newer admin
- Webinar - The budgeting process – pieces from Finance for the Non-Financial Manager

Supplementary Notes

Agenda Item 5. iv)

Governance Committee Report

Chair: Rick Helman

Recommendations to the Board:

1. Re: Board vacancy:

Step 1: Diane/Rick will approach specific colleges to try to find someone that would come on board now and act as treasurer

Step 2: if step 1 doesn't work, Rick will step in as acting treasurer until June elections, with board approval.

Motion: That Rick Helman assume the role of Acting Treasurer until the next round of elections, June 26, 2012.

2. Re: Succession Planning

It was generally agreed that personal persuasion is the most effective form of recruiting to boards, but also that OCASA could do more to promote active involvement in committees and board works, as part of a PD plan. To address this issue, the following motion was made:

That the board develop and incorporate into the strategic plan an initiative that ensures that succession planning be a regular part of sustainability of the association, supporting member representation on committees and the board of directors.

3. Bylaws: recommended changes – after much discussion, the following recommendations to the Board were made:

That Associate Membership be expanded to include:

- i. those administrators working in corporations or entities that are directly linked to the CAAT sector, and who are included as members of the CAAT Pension Plan.
- ii. And that associate member benefits include legal services; and that voting privileges be given to associate members at member meetings, with the caveat that quorum for such meetings must include a minimum of 2/3 regular membership.

And

That, in the short term, the bylaws be amended to make the retiree representation on the Board of Directors be consistent:

Section 9: be amended to read:

Supplementary Notes

The members of the board of 12 shall be:

- i. the immediate Past President;
- ii. 8 elected regional directors, with two per Region. A regional director must have their primary residence or workplace in the region they serve **and must be actively employed at a college as defined in 1. d)**; and
- iii. 3 directors at large, which may include **one** retiree member.

Section 40:

Retiree Membership in the Association is open to all administrative employees who were formerly employed at a College, are retired and who would have been eligible for membership in the Corporation when they were last employed at a College. **Retiree members are entitled to attend meetings of members but are not entitled to vote at a meeting of members. Retirees are eligible to be directors of the Corporation according to section 9.** For the purpose of these by-laws "College" shall include an Ontario College of Applied Arts and Technology and/or a publically funded Ontario College.

And

That, in the longer term, the Board reassess retiree membership to clarify benefits, voting privileges and participation in OCASA, including any legal ramifications of having a retiree on the board, without retiree voting.

(For example, perhaps retirees could vote on the retiree rep on the Board, but not have further voting privileges).