

OCASA Board of Directors Meeting
Blue Mountain Resort, Collingwood, Ontario
Monday, June 25, 2012

Board members in attendance:

1. David Belford Fanshawe College
2. Chris Fliesser Fanshawe College, Retiree
3. Bob Eichvald George Brown College
4. Chantal Thiboutot La Cité collégiale
5. Rob Kardas Lambton College
6. Rick Helman, Chair Loyalist College
7. Susan Atkinson Sheridan College

Regrets:

8. Alanna McDonell Algonquin College
9. Mary-Lou Rainville Canadore College
10. Riley Burton Confederation College
11. Sheryl Furlonger Confederation College

In attendance as an observer/advisor

12.	Celina Mantler	Cambrian College
13.	Janis Cox	Confederation College
14.	Michelle Squire	Fanshawe College
15.	George MacDougall	Fleming College
16.	Cynthia Carey	George Brown College
17.	Michael Bakegeorge	Georgian College
18.	Linda Trott	Georgian College
19.	Bridget Woodcock	Humber College
20.	Dave Gotts	Lambton College
21.	Grant Brummell	Loyalist College
22.	Dan Holland	Loyalist College
23.	Jane Cooper	Mohawk College
24.	Gene Stodolak	Mohawk college
25.	Krista Pearson	Sault College
26.	Wanda Forsythe	Seneca College
27.	Don Young	St. Lawrence College
28.	Diane Posterski	OCASA Resource
29.	Bill Swan	OCASA

Approved Meeting Minutes

Working Lunch		
Agenda Item #	Agenda Item	
1.	Call to Order/Introductions Chair: Rick Helman, President	
2.	Approval of the Agenda <u>Motion: That the agenda be approved as circulated.</u> Moved: Rob Kardas Seconded: Bob Eichvald Carried.	
3.	Approval of the Meeting Minutes of April 20, 2012 (Appendix 1) (Teleconference meeting) <u>Motion: That the Meeting Minutes of April 20, 2012 be approved as circulated.</u> Moved: Chantal Thiboutot Seconded: Chris Fliesser Carried.	
4.	Introductions By table groups, attendees introduced themselves, discovered hidden talents and generally learned about their colleagues.	
5.	Reports: Appendix 2 <ol style="list-style-type: none">1. <i>Executive Report:</i> Rick Helman reviewed the executive report highlighting the advocacy work completed to date, including work on Terms and Conditions of Employment, compensation, wage restraint and ongoing communications with colleges' senior leadership.2. <i>Membership Report:</i> Diane Posterski reviewed the membership report noting the challenges and opportunities. Membership penetration rates remain consistent with challenges continuing in the GTA. Recruitment strategies will continue to address this.3. <i>Treasurer's Report:</i> Rick Helman reviewed the Audited Statements for 2011 noting a small deficit of \$2,451. Rick also presented the financial updates for 2012 with a revised budget, reflecting the financial loss expected with the PD Conference beginning later in the day. With registration down, there was an anticipated loss of about \$10,000. Therefore, it was proposed that OCASA would not attend the 2012 Colleges Ontario conference, and the August Board meeting would be conducted remotely rather than face-to-face in Toronto. These two measures along with a few other minor adjustments would match the expected loss from the conference. <u>Motion: That the revised budget be approved with Revenues of \$252, 503 and</u>	

	<p><u>Expenses of \$252,714 providing a small surplus of \$790.</u></p> <p>Moved: Bob Eichvald Seconded: Chantal Thiboutot Carried.</p> <p>4. <i>Committee Reports:</i> Diane Posterski reviewed the reports briefly as they had been circulated ahead of time.</p> <p><u>Motion: That the Reports be received.</u></p> <p>Moved: Chris Fliesser Seconded: Bob Eichvald Carried.</p>
6.	<p>Environmental Scan</p> <p>Table Groups reviewed the following questions: The changing landscape: what does it look like on your campus? What does it look like in your region, province? Where should OCASA be focused?</p> <p>Trends were identified and will be considered by the Board at their next meeting in August.</p>
7.	<p>Refining our plan – setting our priorities</p> <p>Table groups reviewed the existing Strategic/Business Plan to provide direction to the Board for further planning. Notes from this time will be forwarded to the Board for its next meeting in August.</p>
8.	Thank you to outgoing members/Welcome to incoming members
9.	Adjournment



Board of Directors Meeting
 Blue Mountain Resort, Collingwood, Ontario
 Monday, June 25, 2012
 Silver Creek Room, Village Conference Centre (3rd floor)

AGENDA

12:00 pm	Working Lunch		
Time	Agenda Item #	Agenda Item	Facilitator
12:15 pm	1.	Call to Order Chair: Rick Helman, President	Rick Helman
	2.	Approval of the Agenda	
	3.	Approval of the Meeting Minutes of April 20, 2012 (Teleconference meeting)	
12:30 pm	4.	Introductions: Meet the board and college representatives	
12:45 pm	5.	Reports: What have we accomplished? What are the challenges? <div>a. Executive Report b. Membership Report c. Treasurer’s Report d. Committee Reports</div>	Rick/Diane
1:15 pm	6.	Environmental Scan (worksheet will be provided): The changing landscape: what does it look like on your campus? What does it look like in your region, province? Where should OCASA be focusing?	Table groups
1:45 pm	7.	Refining our plan – setting our priorities Review of Strategic Plan	Table Groups
2:30 pm	8.	Thank you to outgoing members/Welcome to incoming members	Rick Helman
	9.	Adjournment	
2:30 pm – 3:00 pm	OCASA Pension Corporation Meeting (see separate agenda)		
3:00 pm – 3:30 pm	Presentations from: Colleges Ontario (Linda Franklin) and College Employer Council (Don Sinclair)		

*Note: A board meeting evaluation will be online and sent to you following the meeting.
 A teleconference meeting will be scheduled for new board ASAP to elect officers.*

Executive Report

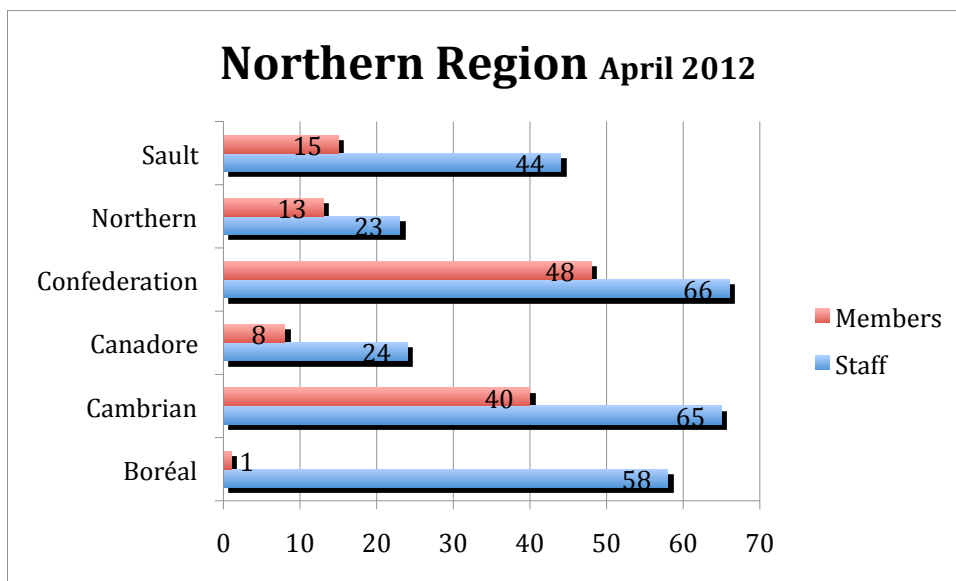
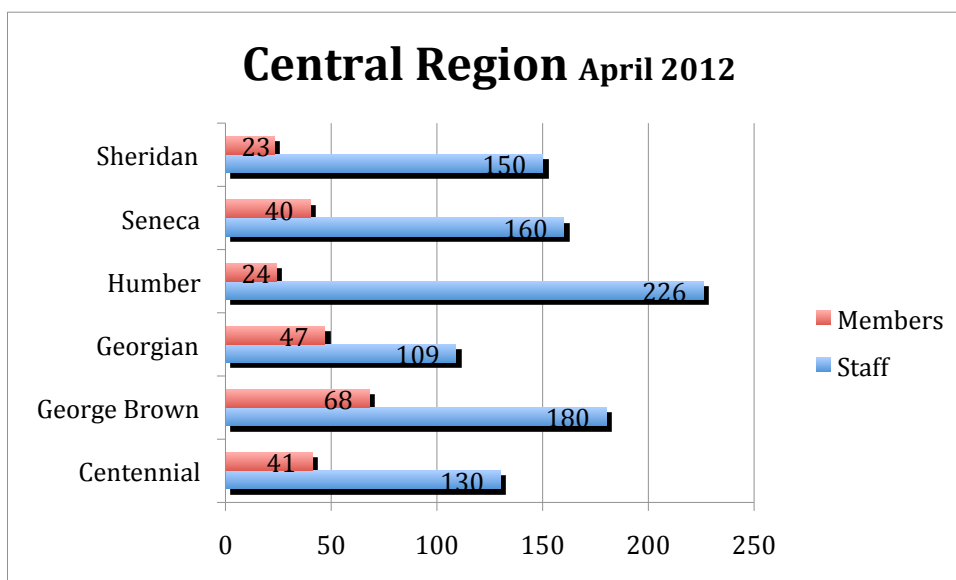
Advocacy

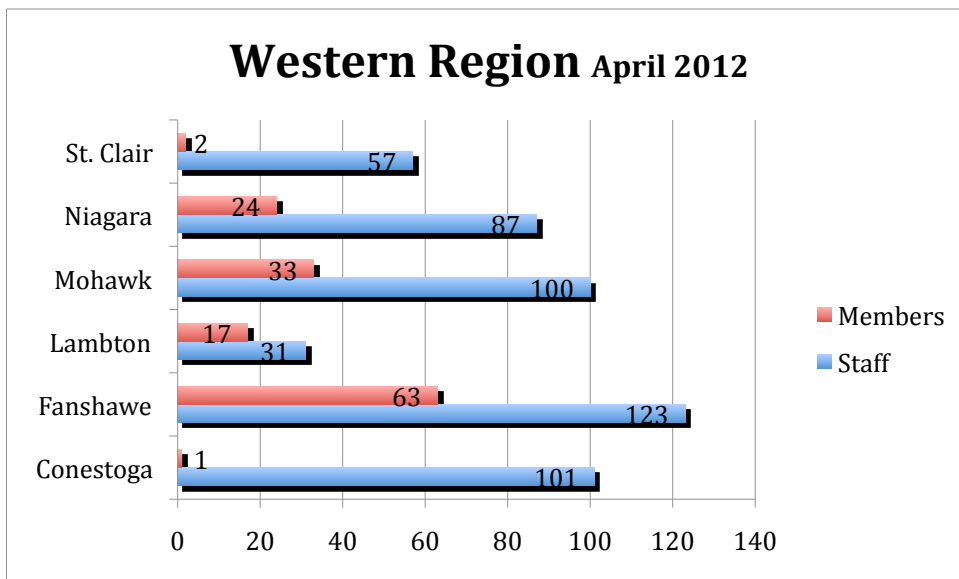
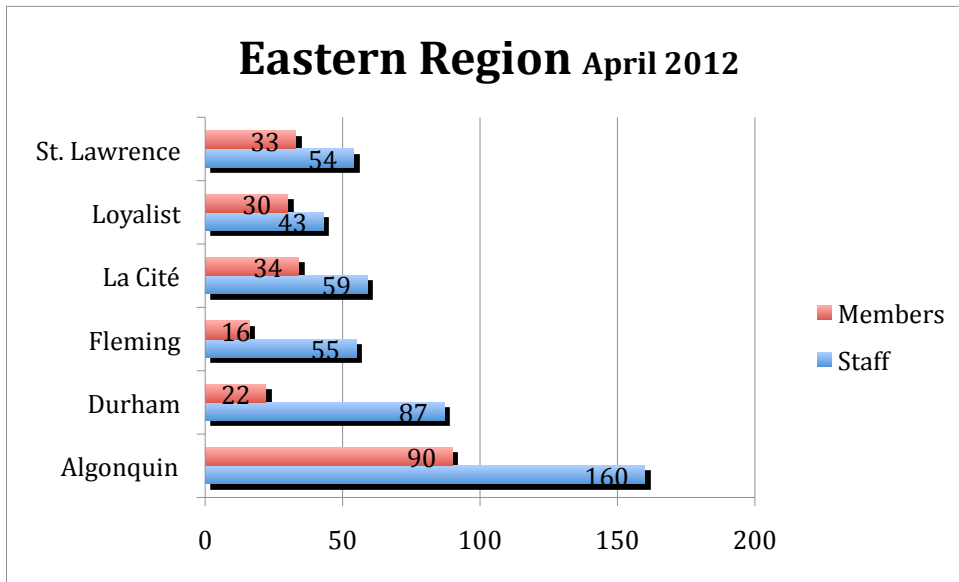
1. Administrative Consultative Committee
 - ✦ Terms & Conditions of Employment Sub-committee
 - Two meetings this spring to review template
 - Have identified a common purpose in creating a more professional working document, but also have highlighted key areas of concern for OCASA
 - ✦ Compensation Guidelines: Letter to CEC, suggesting 2.5% grid adjustment, in addition to movement through the range in a timely fashion.
2. Ministry of Finance/TCU:
 - ✦ Wage Restraint:
 - Pre-budget submission to Minister of Finance
 - Letter to Minister of Finance/TCU following budget
 - Presentation to Committee on Finance & Economic Affairs requesting amendment to budget bill (Bill 55)
 - Emails to Committee members endorsing message
3. Communications with Presidents & HR Executives
 - ✦ Professional development opportunities – Certification, webinars, conference
 - ✦ Keeping them abreast of advocacy efforts with ministries
 - ✦ COLLEGES 101 announcement

Membership Report: June 25, 2012
Board of Directors Meeting

Membership Report

Year	Total members	# New members	# "lapsed" members
2012	740 (April)	27	13
2011	737 (January)	59	68
2010	713 (January)	52	76





April 6, 2012

Ontario College Administrative Staff Association/Association
du Personnel Administratif des Colleges de L'Ontario
c/o Diane Posterski
201 – 120 Centre St. North
Napanea, ON K7R 3M4

Dear Diane:

I am pleased to enclose herewith two bound copies and one unbound copy of your financial statements for the year ended December 31, 2011.

I also enclose the following returns:

1. One - Information Return for Corporations Filing Electronically for the year ended December 31, 2011 which should be signed in the space provided in Part C. Please note that there is a balance due of \$Nil.
2. One – Non Profit Organization (NPO) Information Return for 2011 to be signed in the space provided on page 2 and then forwarded together with the statements attached thereto to CRA in the envelope provided.

Also enclosed is a photocopy of the above returns for your files.

If you have any questions regarding the above or any other area of concern, please contact my office.

Sincerely,

DOUGLAS R. FREEMAN, B.A., C.A.

DRF/nf
Encl.

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

FINANCIAL STATEMENTS

FOR THE YEAR ENDED
DECEMBER 31, 2011

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Douglas R. Freeman, B.A., C.A.
Chartered Accountant



511 Bond Street West, Oshawa, Ontario L1J 2M2 Tel: (905) 576-4619 Fax: (905) 576-9154

INDEPENDENT AUDITOR'S REPORT

To The Members of:

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

I have audited the accompanying financial statements of Ontario College Administrative Staff Association/Association de Personnel Administratif des Colleges de L'Ontario which comprise the statement of financial position as at December 31, 2011 and the statements of earnings, surplus and cash flows for the year then ended and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian general accepted accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

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

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

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly in all material respects, the financial position of the company as at December 31, 2011 and the results of its operations and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Douglas R. Freeman, Chartered Accountant
Licensed Public Accountant
June 5, 2012
Oshawa, Ontario

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

STATEMENT OF REVENUE AND EXPENSES

FOR THE YEAR ENDED DECEMBER 31, 2011

	<u>2011</u>	<u>2010</u>
Revenue		
Memberships	\$ 188,307	\$ 190,664
Interest Income	32	115
Other	<u>63,311</u>	<u>48,130</u>
	<u>251,650</u>	<u>238,909</u>
Expenses (Schedule A)		
Recruitment Expenses	2,694	2,160
Communication Expenses	21,914	15,668
Member Service Expenses	63,961	65,557
Administration Expenses	<u>165,532</u>	<u>162,352</u>
	<u>254,101</u>	<u>245,737</u>
Surplus (Deficit) For The Year	(2,451)	(6,828)
Opening Surplus	<u>28,938</u>	<u>35,766</u>
Closing Surplus	<u>\$ 26,487</u>	<u>\$ 28,938</u>

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

SCHEDULE OF EXPENSES

FOR THE YEAR ENDED DECEMBER 31, 2011

	<u>2011</u>	<u>2010</u>
<u>(SCHEDULE A)</u>		
Recruitment Expenses		
Recruitment Fund	\$ 1,444	\$ 2,160
Printing and Mailing	1,250	-
	<u>\$ 2,694</u>	<u>\$ 2,160</u>
Communication Expenses		
Translation	\$ 5,070	\$ 1,470
General	2,401	3,019
Consulting	9,312	7,000
Website	5,131	4,179
	<u>\$ 21,914</u>	<u>\$ 15,668</u>
Membership Services Expenses		
Excellence Awards	\$ 3,108	\$ 2,048
PD Conference	47,756	47,779
AGM	5,043	6,350
Legal Consultation Services	6,386	7,110
Professional Development	1,668	2,270
	<u>\$ 63,961</u>	<u>\$ 65,557</u>
Administration Expenses		
Telephone/Fax	\$ 5,394	\$ 4,791
Bank Charges	335	174
Audit Fees	2,507	1,911
Printing	4,838	1,968
Postage/Courier	1,696	2,324
Wages and Benefits	121,062	113,867
Office Supplies and Equipment	5,711	6,423
Travel and Mileage	11,474	10,721
Rent	7,017	6,769
Legal Fees	2,419	9,513
Miscellaneous Administrative	3,079	3,891
	<u>\$ 165,532</u>	<u>\$ 162,352</u>

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

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2011

	<u>2011</u>	<u>2010</u>
<u>ASSETS</u>		
Current		
Bank	\$ 6,974	\$ 3,054
Investments (Note 2)	5,081	5,056
Accrued Receivable	16,712	28,566
Prepaid Expenses	<u>9,381</u>	<u>6,835</u>
	<u>\$ 38,148</u>	<u>\$ 43,511</u>

Approved on behalf of the Board:

Signature *Date*

Signature *Date*

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

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2011

	<u>2011</u>	<u>2010</u>
<u>LIABILITIES</u>		
Current		
Accounts Payable and Accrued Charges	<u>\$ 11,661</u>	<u>\$ 14,573</u>
<u>CAPITAL</u>		
Surplus	<u>26,487</u>	<u>28,938</u>
	<u>\$ 38,148</u>	<u>\$ 43,511</u>

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

NOTES TO THE FINANCIAL STATEMENTS

AS AT DECEMBER 31, 2011

1. Incorporation/Purpose

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

2. Investments

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

<u>Issue Date</u>	<u>Maturity Date</u>	<u>Rate</u>	<u>2011</u>	<u>2010</u>
May 24, 2011	May 22, 2012	0.95%	<u>\$5,081</u>	<u>\$5,081</u>

3. Financial Instruments

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

Committee Reports: June 25, 2012
Board of Directors Meeting

COMMITTEE	CHAIR	STRATEGIC ALIGNMENT	KEY SUCCESSES	ISSUES FOR DISCUSSION
BOARD COMMITTEES				
Professional Development	Secretary Interim: Diane Posterski	<ul style="list-style-type: none"> Professional Excellence Leadership 	<ol style="list-style-type: none"> 1. Certification program being launched (March 2011) with six courses developed and offered in first 15 months. Canadore, Confederation, Loyalist and Northern have all officially endorsed these courses for their admin (all but Loyalist also paying) 2. Mentoring program initiative underway to support professional network 3. Monthly Webinars: noon hour access from desktop; colleagues can join together in an office 4. Reviewing online resources/tool kit concept 	<p>Role for OCASA to play in offering PD. <i>What can we uniquely offer that the system can't/doesn't and where should we focus our efforts.</i></p> <p>Challenges with certification program in securing enrolment due to funding, college support and time available to admin, even with "official" support. Should our focus be on webinars, mentoring and highlighting leadership in system? And/or should we work harder to partner with those colleges that ARE supportive?</p>
Mentorship Steering Committee (sub-committee of PD)	Interim: Diane Posterski	<ul style="list-style-type: none"> Leadership Professional Excellence 	<ol style="list-style-type: none"> 1. Steering committee in place following two surveys 2. Key goals and approach determined (keep it simple, professional) 3. Plan overview and basic timelines in place 4. Pilot beginning late Fall 2012 	<p>Program overview is available for review (in this report)</p> <p><i>No key issues at this time, just need to confirm support of Board moving forward.</i></p>
Member Engagement	Diane Posterski	<ul style="list-style-type: none"> Community Building Sustainability 	<ol style="list-style-type: none"> 1. COLLEGES 101 has been announced to key stakeholders (Presidents/HR) 2. Commitments from CEC, Colleges Ontario and CAAT Pension secured for video presence 3. Commitment to provide system-wide resources 	<p>Committee has lost two out of four members, so need to repopulate. Process at each college for determining new members still needs to be clarified. Membership growth needs to be a key priority.</p> <p><i>Success will be dependent upon connecting with and registering new hires. Lots of work to get resources ready.</i></p>

COMMITTEE	CHAIR	STRATEGIC ALIGNMENT	KEY SUCCESSES	ISSUES FOR DISCUSSION
Finance/Audit	Treasurer	<ul style="list-style-type: none"> Sustainability 	No committee in place at this time.	Key issues are increasing revenues, both for membership and non-dues revenue.
Governance	Rick Helman	<ul style="list-style-type: none"> Sustainability 	<ol style="list-style-type: none"> Bylaw amendments expanding association membership and clarifying retiree membership on the board Recommended to the Board the following: <i>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.</i> This was received at the February Board meeting. 	<p>Succession Planning for OCASA needs to be part of the strategic plan, under Sustainability.</p> <p><i>Research might be done to explore best models for this.</i></p> <p><i>We particularly need succession for officers.</i></p>
STAFF COMMITTEES				
Conference Planning	Diane Posterski	<ul style="list-style-type: none"> Leadership, Professional excellence Community building 	<ol style="list-style-type: none"> Strong planning team Full slate of PD offerings Participation of presidents Decent sponsorship 	<p>Should OCASA consider a different time/model for future event?</p> <p><i>Registration is down this year, and end of June is increasingly populated with meetings and conferences in direct competition. Is it time to shake it up a bit?</i></p> <p>Reasons for lower registration seem related to fiscal restraint in a time of uncertainty. OCASA is an “extra” for many administrators, not directly related to their role at the college.</p>
Awards Committee	John Guilfoyle, Retiree	<ul style="list-style-type: none"> Professional excellence Community 	<ol style="list-style-type: none"> Doug Light Award recipient Emerging Leader Award’s inaugural 	Ongoing issue of soliciting nominations. Also looking for

Committee Reports: June 25, 2012
Board of Directors Meeting

COMMITTEE	CHAIR	STRATEGIC ALIGNMENT	KEY SUCCESSES	ISSUES FOR DISCUSSION
		building	year had strong submissions 3. CMU award winner also announced for fourth year running	committee members.
Editorial Board	Interim: Diane Posterski	<ul style="list-style-type: none"> • Leadership • Professional excellence • Community building • Advocacy • Sustainability 	1. Semi-annual publication well-received 2. Strong content 3. Video project involving outgoing presidents and journalism students was born out of this editorial board.	What is future of CA? What online presence should it have? Should format/design be revitalized? <i>Time is being offered during networking sessions on Tuesday PM of conference to explore these issues.</i>
Communications	VP		This committee has been idle for a couple of years.	Communication currently sits with the Executive Director, but a committee to help provide guidance would be helpful. Clarity is needed around PR, marketing, advocacy.

Professional Development Committee Overview

Certificate in College Leadership and Administration

Courses in program:

Course	Date run	Instructor	# Participants in course (19 unique users)	# Colleges represented
				10
Performance management	March 2011	Dr. Vern Belos and Dr. Terry Hickey	8	Algonquin Conestoga Confederation George Brown Georgian Loyalist Michener Seneca Sheridan St. Lawrence
Developing leadership capacity	April 2011	Dr. Holly Catalfamo	7	
Finance for the non-financial manager	May 2011	Joe Peterson, CGA		
Conflict Resolution for Managers	January 30, 2012	Dr. Holly Catalfamo	8	
Innovation in administration	April 9, 2012	Cate Walker-Hammond, MA	6	
Strategic Planning	May 14, 2012	Dr. Dominique Giguère	7	

Committee Reports: June 25, 2012
Board of Directors Meeting

Monthly Webinars

Strategic Planning & Business Planning I

Preview for Online Certification Course

Presenter: Dominique Giguère, B.Sc, B.Ed, M.Ed, Ph.D.

Wednesday, April 18

Legal: Baby Boomers and Beyond

Presenter: Ella Forbes-Chilibeck, Lawyer, Nelligan O'Brien Payne

April 11, 2012 RECORDED

Legal: Reorganization - managers' rights & responsibilities

Presenter: Ella Forbes-Chilibeck, Lawyer, Nelligan O'Brien Payne

March 7, 2012 Recorded

Retirement Planning - CAAT Retirees Group Insured Benefits

Presenters: Mary Hofweller & Stephen Lee-Kam, CEC

Admin Compensation Program

Presenters: Judy Kroon, KMAC Consulting

Consultant to CEC* (*College Employer Council)

January 25, 2012

Admin Compensation Program

Understanding your legal services

Presenter: Ella Forbes-Chilibeck, Lawyer, Nelligan O'Brien Payne

November 23, 2011 Recorded

Insured Benefits: The Unsung Hero

Presenters: Mary Hofweller & Stephen Lee-Kam, CEC

December 8, 2011

Mentoring Program Development

BACKGROUND

In the Fall of 2011, the Professional Development Committee had a strong notion that mentoring was a program that OCASA should explore. With increasing turnover looming, newer administrators would be looking for connections, and more seasoned administrators could offer their experience before retiring, and into retirement.

A member survey was conducted and the results confirmed the committee's suggestion: OCASA members are very interested in a mentoring program.

More than 50 people confirmed their personal interest in moving this project forward by providing their names. A second survey was sent to this group, digging deeper for more information about their needs, their experience with mentoring programs, resources, and their interest in contributing to its development.

Finally, an invitation was sent to those interested in being involved, and a smaller steering committee has been formed to guide the process of developing a mentoring program. These are the first steps in building a development plan.

STRATEGIC OBJECTIVES

A mentoring program primarily supports OCASA's strategic priority of Professional Excellence, while also supporting the strategic priority of Community Building (see APPENDIX 1).

Therefore, this program must:

- + support professional growth of members
- + encourage and support a professional network for members
- + be accessible to all members.

Communications with senior college leaders about this program should support a commitment to collaboration and professional development while building awareness about OCASA.

MENTORING PROGRAM MANDATE

To facilitate mentoring relationships between OCASA members, for the purpose of sharing experience, expertise and leadership that supports the ongoing professional development of members.

EXPECTED OUTCOMES (measures of success)

- + members are encouraged in their professional growth through a mentoring relationship
- + members gain new knowledge, understanding, and guidance that has direct relevance to their job and/or career development
- + members perceive a greater satisfaction with their OCASA membership and feel more engaged in the association
- + members feel a greater connection to the broader system
- + members would recommend this service to others
- + new hires engage in this service within the first 12 months of their membership
- + XX number of members participate in the first year?

OCASA RESPONSIBILITIES

OCASA will provide the following:

1. Program Guidelines outlining expectations, structure, timeframes and processes
2. Resources to orient mentors and mentees, using online resources currently available to the public, including links and a resource list (including books). These resources could be organized to reflect “must reads” and “further viewing”
3. Orientation/training session for mentors/mentees, including the use of webinar and/or workshop
4. Process for facilitating linkages between mentors and mentees (searchable directory with mentor as part of profile)
5. Evaluation of the program following the pilot stage and on an ongoing basis, including an evaluation tool for mentees and mentors who participate in the program

PARTICIPANT RESPONSIBILITIES

Participants will be expected to:

1. Access and participate in this program in a professional manner
2. Provide an updated online profile (members only)
3. Review online resources as needed
4. Attend or view an orientation/training session
5. Be available for agreed upon meeting times with mentors/mentees
6. Complete an evaluation within one year of initiating a mentoring relationship.

MENTORING STEERING COMMITTEE

This committee will guide the process based on member survey results, and will invite member participation in developing the program. All recommendations will be made to the Professional Development Committee, which reports to the Board of Directors.

RECOMMENDED TIMELINE

May/June 2012:

- + Agreement on Program Mandate and Key elements
- + Pilot project timeline for new hires program, COLLEGES 101
- + Identification of resource people who can help to guide the process
- + Initial development of Program Guidelines
- + Gathering of resources already available

June 25, 2012:

- + Mentoring Program recommendations to the Board of Directors

July/August 2012:

- + Develop Program Guidelines
- + Develop web space for resources
- + Confirm searchable membership directory, and member profile updates (work with membership engagement committee to ensure member profile updates begin)
- + Develop webinar for training/orientation of participants

September:

- + Announce launch of program
- + Identify mentors for the pilot phase with new hires, starting mid-October

Committee Reports: June 25, 2012 Board of Directors Meeting

Introduction for Mentoring Steering Committee:

The headings and content contained in this document will be available as online resources likely part of an overview page.

The next step will be to determine the “fleshing out” of each section, and the process for confirming, particularly for resources.

All text in gray contains notes to the committee. The rest is still draft as well, but thought out a bit more.

Mentoring Program Guidelines DRAFT

OBJECTIVES

To encourage OCASA'S members' professional growth in college administration and leadership by partnering them with other experienced members who will:

- + share practical knowledge, expertise and experience
- + provide encouragement
- + suggest resources for particular learning, if appropriate
- + enjoy a mutual learning experience.

BENEFITS TO YOU AND YOUR COLLEGE

This section will ensure that participants can articulate the value of the mentoring program to their supervisor, both in terms of personal professional growth, and benefit to the college. The challenge is on OCASA to ensure that everything we do brings value to colleges. Some suggestions:

- + *Exposure to broader system*
- + *Access to external thinking and resources*
- + *Specific learning, with goals*
- + *Professional development*

OCASA's ROLE IN SUPPORTING THE PROGRAM

OCASA provides a “portal” to mentoring by providing mentor lists, member directory, guidelines, resources, and tools.

ACCESSING THE PROGRAM

OCASA has provided a list of mentors, with profiles providing further information about areas of expertise, and role within college. Participants are expected to

1. Register for the program (www.ocasa.on.ca/mentoring)

2. Prepare for the program using online resources
3. Determine your personal goals
4. Access the mentoring participant list and review possible matches
5. Contact a potential mentor
6. Once a mentor is found, follow these guidelines.

COMMITMENT OF PARTICIPANTS – MENTOR & MENTEE

- + PREPARE Commit time to preparation:
 - Attend orientation/training webinar
 - Review online resources
- + AGREE to Confidentiality Agreement for participants
- + DEVELOP PLAN Together develop a learning objective/plan (template provided)
- + INVEST Consider 2 hours mentoring time monthly to learn, grow and move toward your objective (e-mail, in person, phone, Skype/iChat)
- + EXPERIENCE FULFILLED – MILESTONE END
- + FEEDBACK Complete an evaluation on your experience at the end of the formal program

PREPARATION

1. *RESOURCES: need to determine the worthiness and process for gathering resources, mindful of copyright, etc. These will be available online. Still to be developed.*

Review online resources to familiarize yourself with the mentoring relationship and how to benefit and grow through the experience. Be sure to review the following:

- a. Stages of mentoring
- b. Tips for Mentors/Mentees
- c. Best practices
- d. Goals development tool
- e. Timelines
- f. Etc.

Committee Reports: June 25, 2012
Board of Directors Meeting

2. VIEW OR ATTEND A TRAINING WEBINAR: These sessions will either be available live, or be recorded for online view, depending on the time of year and schedule compatibility.
3. CONSIDER THESE QUESTIONS:
 1. What does it take to be a good Mentor?
 2. What does it take to be a good Mentee?
 3. What do Mentees often want/expect from a Mentor?
 4. What will be my personal challenge as a Mentor or Mentee?
 5. What is my biggest strength that I bring to mentoring?
 6. What do I want to gain from the relationship?
4. DEVELOP YOUR PERSONAL GOALS AND DESIRED OUTCOMES: We need to include a tool to help guide people through this process.

FINDING A MENTOR

1. Consider what type of mentor you are looking for:
 - i. role mentor? This would be someone who is currently in a similar role at their college (i.e. Dean, Manager Ancillary Services, etc.)
 - ii. career path essentials? Leadership development?
 - iii. skills development in a particular area (i.e. budgets, team building, etc.)
2. Do you want someone locally, or at another college?
3. Searching the member directory:

GETTING HELP

Mentoring Administrator contact:

ACTION REQUIRED FOR STEERING COMMITTEE

NEXT STEPS AND TASK ASSIGNMENTS:

Research online resources that can be used as links or on our site. Consult “experts” to find resources.

Diane Posterski and Laurie Torno - deadline: June 20 meeting



COLLEGES 101

CONNECTING | LEARNING | ENGAGING

A NEW PROGRAM FOR NEW ADMINISTRATIVE HIRES

COMPLIMENTARY ONE-YEAR OCASA MEMBERSHIP (\$290 value)
with full member privileges, PLUS:

THE BIG PICTURE	ONLINE VIDEO SERIES Meeting system leaders and gaining an overview of governance & structures
NETWORKING	Access to and guidance about making the most of a professional network
MENTORING	Access to experienced leaders, specifically for newer administrators
WEBINARS	Noon-hour webinars spotlighting key issues in administration

Program starts September 1, 2012.

All new hires since June 1 will be eligible to register in September.

BENEFITS

NEW HIRES

- Connected to the “big” picture
- Greater understanding of system and partners
- Belonging to a dynamic network, committed to excellence and professionalism

COLLEGES

- Welcome package includes complimentary professional membership
- Connected administrators, with access to network of experience
- Leadership & professional development

YOUR PARTNERSHIP

- Provide information material to new hires
- Provide names/work email of new admin hires to OCASA/local rep
- Endorse OCASA membership as a valuable resource for admin

OCASA invites your partnership and support.

COLLEGES 101

CONNECTING | LEARNING | ENGAGING

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 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.

COLLEGES 101

CONNECTING | LEARNING | ENGAGING

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.

Values: Professionalism | Excellence | Integrity | Collegiality

Organizational information:

- Formed in 1996
- 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 enjoys greater than 50% representation 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, Certification in College Leadership & Administration
- Monthly webinars
- Annual PD Conference: LEADERS & INNOVATORS
- Advocacy & provincial representation
- Access to legal services
- Mentoring (in development stage)

GOVERNANCE REPORT

Board Members to be confirmed at AGM June 26, 2012

	Name	Region/College	START Year	END Year
1.	Rick Helman	East, Loyalist	2009	2013 ¹
2.	Chris Fliesser (Past President)	West, Fanshawe	2009	2013 ²
3.	Susan Atkinson	Central, Sheridan	2010	2013
4.	Rob Kardas	West, Lambton	2010	2013
5.	David Belford	West, Fanshawe	2011	2014
6.	Alanna McDonell	East, Algonquin	2011	2014
7.	Riley Burton	North, Confederation	2011	2014
8.	Chantal Thiboutot	East, La Cité Collégiale	2011	2014
9.	<i>Bridget Woodcock</i>	<i>Central, Humber</i>	<i>2012</i>	<i>2015</i>
10.	<i>Jane Cooper</i>	<i>West, Mohawk</i>	<i>2012</i>	<i>2015</i>
11.	<i>Krista Pearson</i>	<i>North, Sault</i>	<i>2012</i>	<i>2015</i>
12.	<i>Greg Murphy</i>	<i>East, Durham</i>	<i>2012</i>	<i>2015</i>

Board members leaving 2012

Bob Eichvald	Central, George Brown	2010	2012
Robert Bentzen	North, Cambrian	2009	2011
Sheryl Furlonger	North, Confederation	2009	2012
Mary Lou Rainville	North, Canadore	2009	2012

¹ Rick Helman will have been President for two years, but could stay on.

² Chris Fliesser stays on as Past President until the current President leaves that office.

Awards Committee

Award	2012 Recipient
Doug Light Award for Administrative Excellence	Lisa Whalen, Manager, Centre for Co-operative Education/Internship and Career Services, Georgian College
Distinguished Administrator Award	<i>Not awarded</i>
Emerging Leader Award	Louise Chatterton-Luchuk, Manager, Professional Development & Training, St. Lawrence College
Volunteer Recognition Award	<i>Not awarded</i>
CMU-OCASA Outstanding Research Award	Kara C. Woods, Human Resources Assistant, Vice-President Human Resources Contract professor, School of Business, IT & Management
Student Bursaries	TBA: will be drawn at the Awards Banquet June 26



Strategic Plan 2011- 2015

Revised November 17, 2011

Vision

Your partner in administrative excellence.

Mission

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

Values

OCASA is committed to:

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

Strategic Priorities

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

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

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

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

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

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

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

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