



Board of Directors Meeting
Tuesday, December 3, 2013
3:00 pm – 4:30 pm
Teleconference

Call-in:

TOLL FREE 1.877.394.5901

LOCAL 416/905 416.645.1179

PARTICIPANT CODE: 9243517#

MEETING AGENDA

	Name	Region/College	Term	
1.	David Belford President	West, Fanshawe	2011	2014
2.	Chantal Thiboutot, Vice President	East, La Cité Collégiale	2011	2014
3.	Riley Burton, Secretary	North, Confederation	2011	2014
4.	Alanna McDonell Treasurer	East, Algonquin	2011	2014
5.	Rick Helman Past President	East, Loyalist	2009	2013
6.	Bridget Woodcock	Central, Humber	2012	2015
7.	Greg Murphy	East, Durham	2012	2015
8.	Krista Pearson	North, Sault	2012	2015
9.	Jane Cooper	West, Mohawk	2012	2015
10.	Kristi Harrison	Central, Centennial	2013	2016
11.	Kelly Murray-Scott	West, Lambton	2013	2016
12.	<i>Janine Foster *</i>	<i>East, St. Lawrence</i>	<i>2013</i>	<i>2013</i>
<i>Resource</i>				
13.	Diane Posterski	Executive Director		

** Janine Foster is being voted in to fill the vacancy created by the departure of Celina Mantler.*



**Board of Directors Meeting
Tuesday, December 3, 2013**

Agenda Item #	Agenda Item	Resources
1.	3:20 pm Call to order Chair: Dave Belford	
2.	Approval of the Agenda (Motion to approve)	
3.	Approval of the Meeting Minutes of September 27, 2013 (Motion to approve)	Appendix 1: Draft Minutes
4.	Motion to appoint interim Board member Janine Foster, Manager, Alumni Relations & Annual Giving, St. Lawrence College	
5.	3:25 pm Reports These are largely FYI items and should be read in advance, with your questions ready. <ul style="list-style-type: none"> • Membership Report (Diane) • Committee Report (Chairs) • Executive Director's Report (Diane) 	Appendix 2: Reports
6.	3:45 pm 2014 Business Plan Key discussion points: a) September Board meeting identified three key areas to focus on: <ul style="list-style-type: none"> • Engagement • Brand Awareness • Career/Professional Support What are the gaps in the business plan that need to be filled to address these areas? Membership development: is there something more we can do to build membership? Or will this be with the "tiger team" for marketing? b) Strategic Priority: Advocacy/Representation	Appendix 3: Draft 2014 Business Plan <ul style="list-style-type: none"> • Draft 2014 Strategic/Business Plan • Updated "Road Map" for member engagement
7.	4:15 pm 2014 Budget Approval	Appendix 4: Draft 2014 Budget
8.	4:15 pm Administration: Confirm next meeting in February	
9.	4:30 pm Adjournment (Motion)	

Board of Directors Meeting
Friday, September 27, 2013
1:00 pm – 2:30 pm
Teleconference

DRAFT MEETING MINUTES

	Name	Region/College	Term	
1.	David Belford President	West, Fanshawe	2011	2014
2.	Chantal Thiboutot, Vice President	East, La Cité Collégiale	2011	2014
3.	Riley Burton, Secretary	North, Confederation	2011	2014
4.	Alanna McDonell Treasurer	East, Algonquin	2011	2014
5.	Rick Helman Past President	East, Loyalist	2009	2013
6.	Greg Murphy	East, Durham	2012	2015
7.	Kristi Harrison	Central, Centennial	2013	2016
8.	Celina Mantler	North, Cambrian	2013	2016
9.	Kelly Murray-Scott	West, Lambton	2013	2016

Resource present

Diane Posterski Executive Director

Regrets

10.	Bridget Woodcock	Central, Humber	2012	2015
11.	Krista Pearson	North, Sault	2012	2015
12.	Jane Cooper	West, Mohawk	2012	2015



Board of Directors
 Draft Meeting Minutes
 September 27, 2013

Agenda Item #	Agenda Item
1.	<p>Welcome & call to order Chair: Dave Belford</p> <p><i>Note: All reports for this meeting were contained in the Meeting package, and will be attached to these minutes.</i></p>
2.	<p>Motion to Approve the Agenda Moved: Chantal Thiboutot Seconded: Rick Helman Carried</p>
3.	<p>Motion to approve the Meeting Minutes of June 23, 2013</p> <p>Moved: Riley Burton Seconded: Alanna McDonell Carried</p>
4.	<p>Membership Policy statement (Diane)</p> <p>The draft statement of Membership Policy was discussed, highlighting the change in taking associate and retiree membership categories out of the bylaws, opening future possibility for associate members from outside Ontario, and retracting retiree membership back to those who were OCASA members at point of retirement (as was previously the case).</p> <p>Motion to adopt Membership Policy Statement:</p> <p>Moved: Kristi Harrison Seconded: Riley Burton Carried</p> <p>See Appendix 1 for revised policy statement.</p>
5.	<p>Updates:</p> <p>These are largely FYI items and should be read in advance, with your questions ready.</p> <p><u>Financial Update:</u> Alanna McDonell reviewed the financial statements: YTD August 31, 2013; Forecast to year-end December 31, 2013.</p> <ul style="list-style-type: none"> • YTD revenues were: \$181,115; Expenses: \$179,090 • While membership dues are down from budget, expenses are also down. • The projection to the end of the year is Revenues: \$250, 451; Expenses: \$249,429 for a net surplus of \$1,023. The 2013 budget was a break-even

	<p>budget.</p> <p>Motion to receive Treasurer's Report: Moved: Greg Murphy Seconded: Rick Helman Carried</p> <p><u>Membership Update:</u> Diane Posterski reviewed the membership numbers noting slight change since the June meeting. There were 719 members with roughly 40 New Hires (non-paying members). Discussion included:</p> <ul style="list-style-type: none"> • What are the trends in retirements/new hires? • Will admin cohort shrink in time? • What numbers are our true numbers to be aiming for with membership. <p>Diane will put together numbers from the pension plan for the next meeting.</p> <p><u>Committee Reports</u> (an overview was provided in the meeting package. These notes highlight discussion points):</p> <p><u>Member Engagement:</u> Riley Burton (Chair) reported. The Committee is recommending a member survey to better determine topics for winter webinars, online courses, and to inform the conference planning team. There was some discussion about the following:</p> <p>Should there be some incentive given to new members to take a course, attend the conference? What is the cost involved in these incentives? It was agreed that the Member Engagement Committee should add this to their agenda.</p> <p><u>Awards Committee:</u> Diane noted that this committee needs a new chair from the board, as Susan Atkinson is no longer a Board members. Celina Mantler agreed to fill this role.</p> <p>Motion to receive Committee Reports: Moved: Kristi Harrison Seconded: Riley Burton Carried</p>
6.	<p>Strategic Priorities</p> <p>The discussion was focused on the question on page 35 of the Meeting Package: If we were to focus on three key goals this year, what would they be?</p> <ol style="list-style-type: none"> 1. Recruitment 2. Engagement 3. Brand Awareness 4. Career/Professional support <p>Discussion:</p> <ul style="list-style-type: none"> • If we focus on 2, 3 and 4, Recruitment will happen. • Local ASAs are key to spreading the word.



Board of Directors
 Draft Meeting Minutes
 September 27, 2013

	<ul style="list-style-type: none"> • Do we survey our members? How did they hear about OCASA? How should OCASA engage potential members? • What can we really focus on and accomplish this year? • The need for marketing and brand awareness within the membership as well as among all administrators was discussed. Alanna shared the practice at Algonquin College of “Tiger Teams” that are formed to focus on a specific task area. She suggested we put together an OCASA tiger team to deal with marketing and brand awareness and she would be willing to give leadership to this. It was agreed to take this next step. <p>ACTION: Diane will review the volunteer list from the conference, and Alanna and Diane will put a call out to membership for help.</p> <p>Member “road map”:</p> <p>Diane presented a draft member engagement map to help members and potential members understand the benefits of OCASA and how to take advantage of the products/services. A lively discussion suggested some changes to keywords, particularly in the centre circle: Expertise, Camaraderie, Career Support. There was general enthusiasm for the visual document, and it was agreed that a graphic designer should be consulted.</p> <p>ACTION: Diane will continue to work on the “word smithing” and send it to a graphic designer.</p>
7.	<p>Administration:</p> <p>Confirm next meeting: week of November 25 (later confirmed for December 3 at 3:00 pm – 4:30 pm)</p> <p>Motion to adjourn: Alanna McDonell</p> <p>Meeting adjourned at 2:30 pm</p>



Policy Statement

Membership Policy

Adopted by the Board of Governors

Sept. 27, 2013

This policy is in effect immediately. Any member that is currently a member under previous policy will be grandfathered into membership. This applies particularly to retiree members who might have joined without previous OCASA membership.

PREAMBLE

This policy allows OCASA to be responsive to a changing environment concerning membership categories. Members as defined in the Bylaws have full voting privileges. Other categories shall not be considered Members of the Corporation, unless approved by membership and included in the Bylaws. However, they may enjoy certain privileges akin to those enjoyed by the Members as may be determined by the Board from time to time, provided however that in no case shall such categories be entitled to vote.

The following categories shall be extended:

1. Associate Level in OCASA shall be open to administrative employees:

- a. in publicly funded Canadian colleges and institutes that do not fall under the OCAAT system but share common interests in professional development, research and employee advocacy;
- b. administrators working in organizations that are directly linked to the OCAAT sector; or persons who are included as members of the OCAAT pension plan.
- c. Employees working in an administrative capacity, in a "seconded" role from faculty or support, and share common interests in professional development, research and employee advocacy.

The Executive Committee shall determine eligibility for an Associate on a case by-case basis. Unless determined otherwise by the Board, Associates are entitled to receive notice of and attend meetings of Members.

These Associates shall enjoy all member privileges, with the exception of voting or being an elected member to the Board of Directors. The entrance fee shall be set by the Board each year.

2. Retiree Level for the purposes of this policy statement is open to all administrative employees who were OCASA members at the time of retirement. Unless determined otherwise by the Board, Retirees are entitled to receive notice of and attend meetings of Members. Retiree members are eligible to be Directors of the Corporation only in accordance with the provisions of Article 9.

The entrance fee shall be set by the Board each year.

The method for admitting an Associate or Retiree or other established category of non-voting interests shall be in the manner determined by the Board from time to time.

Membership Data year-to-date 2013
December 1, 2013

COLLEGE	New members to-date 2013	Expired members to-date 2013	Net new members	# New Hires (complimentary)	Net new paying members	Total members	% Membership (based on Council 2012/2013 data)
Algonquin College	3	6	-3	2	-5	86/163	53%
Cambrian College	8	5	3	6	-3	42/73	58%
Canadore	1	1	0	1	-1	8/27	30%
Centennial College	6	2	4	4	0	41/147	28%
Collège Boréal	0	0	0	0	0	2/62	3%
Conestoga	0	0	0	0	0	1/114	
Confederation College	8	3	5	7	-2	47/66	71%
Durham College	2	0	2	1	1	25/92	27%
Fanshawe College	1	5	-4	0	-4	53/139	38%
Fleming College	2	2	0	1	-1	17/59	29%
George Brown College	8	2	6	3	3	68/186	37%
Georgian College	6	9	-3	1	-4	46/120	38%
Humber	0	4	-4	0	-4	17/275	6%
La Cite	0	3	-3	0	-3	27/61	44%
Lambton College	1	0	1	1	0	17/35	49%
Loyalist College	2	4	-2	2	-4	26/46	57%

Membership Data year-to-date 2013
December 1, 2013

COLLEGE	New members to-date 2013	Expired members to-date 2013	Net new members	# New Hires (complimentary)	Net new paying members	Total members	% Membership (based on Council 2012/2013 data)
Mohawk College	1	4	-3	1	-4	27/139	19%
Niagara College	0	5	-5	0	-5	17/83	20%
Northern College	3	3	0	2	-2	11/31	35%
Sault College	4	2	2	3	-1	15/44	34%
Seneca College	13	7	6	5	1	41/183	22%
Sheridan College	2	4	-2	2	-4	23/188	12%
St. Clair	0	0	0	0	0	2/56	4%
St. Lawrence College	7	2	5	5	0	35/61	57%
	78	73	5	47	-11	694	29%

*Committee Work updates
December 3, 2013
Board of Directors*

COMMITTEE	CHAIR	STRATEGIC ALIGNMENT	KEY SUCCESSES/UPDATES	ISSUES FOR DISCUSSION
BOARD COMMITTEES				
Mentorship Steering Committee	Interim: Diane Posterski	<ul style="list-style-type: none"> ✦ Leadership ✦ Professional Excellence 	1. Mentoring Matters has been redeveloped into a partnership-mentoring program. The pilot will be launched in January 2014 with orientation webinars, applications open in February/March and pairs made in April.	
Member Engagement	Diane Posterski	<ul style="list-style-type: none"> ✦ Community Building ✦ Sustainability 	1. Conducted a survey of membership about career and professional support with 95 members participating. This is providing directions for Winter/Spring planning. 2. Webinars have been confirmed as a valuable member benefit and the winter/spring program is in development (leadership, performance management, career management). 3. Webinar participants are invited to provide an evaluation. Recent evaluations provided excellent input into topics and format moving forward. Members are appreciative of these sector specific sessions. 4. LinkedIn is being developed with members being invited to join the OCASA group (58 new members on LinkedIn for a total of 183). A LinkedIn strategy is being developed to engage members more regularly.	
Finance/Audit	Treasurer: Alanna McDonell	✦ Sustainability	1. No Activity at this time.	
Governance	Dave Belford	✦ Sustainability	2. No Activity at this time.	
STAFF COMMITTEES				
Conference Planning	Diane Posterski	<ul style="list-style-type: none"> ✦ Leadership, ✦ Professional excellence ✦ Community building 	1. Mark date: June 23/24, 2014 with Board required to attending June 22. 2. Still confirming plenary speakers (in discussion with Apple, IPSOS). Linda Franklin (Colleges Ontario) is confirmed to open conference. 3. Concurrent workshops are bringing focus on leadership, management skills, trends.	

*Committee Work updates
December 3, 2013
Board of Directors*

COMMITTEE	CHAIR	STRATEGIC ALIGNMENT	KEY SUCCESSES/UPDATES	ISSUES FOR DISCUSSION
Awards Committee	Vacant	<ul style="list-style-type: none"> Professional excellence Community building 	<ol style="list-style-type: none"> Nominations will open in January. Still need a chair for the committee, as Celina Mantler resigned. 	Need a new chair from this Board.
CMU-OCASA Outstanding Research Award	TBD	<ul style="list-style-type: none"> Professional excellence 	<ol style="list-style-type: none"> Call went out to membership with several positive responses. Committee will receive papers in December to review for a January decision. 	
College Administrator Editorial Board	Interim: Diane Posterski	<ul style="list-style-type: none"> Leadership Professional excellence Community building Advocacy Sustainability 	<ol style="list-style-type: none"> Fall issue successfully completed. Continuing discussion about turning “College Administrator” into the information and news hub/brand for OCASA, moving to a digital platform. Also considering redesign of printed publication. Board is going to meet face-to-face for the first time on January 13 to work through future strategic directions. 	
Research Working Group	Diane Posterski	<ul style="list-style-type: none"> Leadership Professional excellence Community building Advocacy Sustainability 	<p>No action at this time. Working Group needs to “regroup”!</p> <ol style="list-style-type: none"> Education profile survey and report completed. 	Discussion now focuses on next steps in response to survey results. How do we help members learn more about educational pathways and support them in this undertaking?
CHERD/OCASA Certification		<ul style="list-style-type: none"> Professional Excellence Leadership Community 	<ul style="list-style-type: none"> Partnered with Confederation College in developing <i>Organizational Communications</i> Course, which ran Nov. 1-25. 16 students enrolled thanks to 12 from Confederation! Looking at Winter/Spring courses, with feedback from member engagement survey and current participants. 	This model works well in securing seats to run a course before committing to the instructor and broadly advertising it.

December 3, 2013

Executive Director Report

Diane Posterski

Key highlights for “Activities” this fall

Provincial representation:

- September 26 (Toronto):
 - Admin Insured Benefits Sub-committee rate renewal meeting
 - Met with Linda Franklin, Colleges Ontario over lunch for regular check in
 - Met with Derek Dobson, CAAT Pension Plan
- October 1: Retiree insured benefits rate renewal meeting (Toronto)
- November 17/18: Higher Education Summit (Toronto)
- November 28 ACC meeting teleconference

Membership Development

- College visit & presentation to Northern College Oct. 16 - met with members/non-members (Timmins)
- Upcoming College visit to Confederation College (Thunder Bay) December 10/11; lunch meeting and presentation with admin group; meeting with HR Director, Christine Bates and hopefully President Madder
- Letters to members/non-members at Seneca
- Working on updated membership application/renewal process in OCASA office, ensuring follow-up and touch points for new members; and those needing to renew. A flow chart of activity outlines time frames, and responsibility between Ronda and me.
- Working on New membership materials, and “members map” for new members member certificate.
- Calling all new members since summer; calling renewal members.

Annual Conference

- Regular committee meetings
- Working with committee to nail down key speakers/presenters
- Have confirmed dates, location, opening plenary, updated program format

Member engagement:

- Regular meetings
- Developed survey with committee, completed.
- Confirmed and facilitated fall webinar series, and confirmed certification course
- GTA chairs networking event: developed survey, and worked with small committee to organize first networking event in Toronto (Nov. 27)

Website

- Ongoing updates
- Advertisers

December 3, 2013

Executive Director Report
Diane Posterski

Awards

- Waiting to get new committee in place for OCASA awards
- Put out call to membership and have a very robust review committee in place for CMU-OCASA Outstanding Research Award

Mentoring program

- Pilot program is confirmed
- New guidebook and full program were developed and are now online.
- Confirmed orientation webinars in January, with Steve Robinson

Communications

- College Administrator: fall issue out.
- Ongoing member communications (Friday's news picks; email announcements; LinkedIn; Twitter)

Certification

- Coordinated fall course, with registration of 16 (the most yet, thanks to Confederation's support)
- Member survey helping give direction for winter courses

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Please do not circulate

December 3, 2013
Briefing to the OCASA Board of Directors

Ontario College Retirees' Association

<http://www.ocraetirees.ca/>

Background about OCRA

Taken from OCRA's website:

The Association, which was established to pursue and foster the interests of its retiree members, was established on April 19th, 2001 at a meeting attended by representatives from eight of the Colleges of Applied Arts & Technology.

OCRA's primary role is to function as an advocacy group for retirees of Ontario Colleges of Applied Arts and Technology.

Mission: to pursue and foster the interests of its members including:

1. To develop and present a common position on issues of interest to retirees, including pension and health benefits, government policies and proposals, and private sector arrangements with other organizations as deemed appropriate, and to achieve these objectives through advocacy, negotiation, lobbying, and/or other actions;
2. To collect, distribute, analyze, and comment on information on matters of interest to the members;
3. To develop and maintain effective channels of communication with the membership;
4. To establish and maintain liaison with various boards and agencies.

OCRA's Connection to OCASA

Since at least 2004, (or there about, maybe earlier), OCRA has challenged the legitimacy of other organizations in "representing retirees" on the CAAT Pension Plan and the College Retirees' Group Insurance Advisory Committee (CRGIAC). Both OPSEU and OCASA were the target of OCRA's challenge, bringing the College Employer Council and the CAAT Pension Plan into the debate.

On CAAT Pension Plan, there is one seat on the Board of Directors, which has traditionally been filled by a retiree member, appointed in rotation between and OPSEU Academic and Faculty and OCASA. OCRA's assertion was that only OCRA, the true representative of retirees could and should make that appointment. OCRA took their fight about retiree appointed representatives on the pension plan to the Financial Services Commission of Ontario. Various correspondences ensued over the years, but in practice nothing has changed. This challenge required all parties to seek legal counsel, which incurred expense.

In the case of the retiree benefits committee where three retirees are appointed by the same employee organizations, OCRA was pushing for either OCRA making the retiree appointments, or joint appointments with OPSEU and OCASA.

In 2006, OCASA entered into consultations with OCRA to discuss their assertion that the administrative retiree appointment to the CRGIAC should be a joint appointment. Initially, OCASA agreed to this plan with the suggestion that Council assist in the process of reviewing OCRA's list for OCASA members (as we asserted that the appointment had to be an OCASA member). It was thought that OPSEU had also been prepared to follow this arrangement.

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December 3, 2013
Briefing to the OCASA Board of Directors

At some point, both OPSEU and OCASA had further reflection/advice on this plan and decided that we could not share the appointment with OCRA.

OCASA went a different route and in 2007 changed its bylaws to allow any administrative retiree to join OCASA, even if they had never been an OCASA member. Previously, only OCASA members in active employment could be OCASA members in retirement. This opened the door for any OCRA member to now join OCASA and be eligible for a committee/pension appointment.

At the time, OCASA's leadership had some concerns about this change, but also felt there was some political pressure and good will with other stakeholders in making this amendment.

For the past seven years membership has been open. We are quite certain that there has been just one non-OCASA retiree who has joined in that time. One OCRA executive member also joined OCASA, but this person had been an OCASA member previously.

This past June, the OCASA amended its bylaws to be better aligned with new Ontario incorporation legislation coming into full force 2014. This took all non-voting members (associate and retiree) out of the bylaws and into a Membership Policy to be determined at Board level.

At the September 27, 2013 OCASA Board of Directors meeting, the membership policy was approved that reversed the retiree membership amendment made in 2007. Now only OCASA members at retirement may be OCASA members in retirement. There were two primary reasons for this change:

- there had been little to no uptake on membership in the previous seven years
- OCASA was exposed to the possibility of OCRA membership deciding to strategically join OCASA in an effort to exert influence – but without the true concern and interest in OCASA.

OCASA has always determined that an organization that continues to fight our legitimacy in making appointments for retirees is in conflict with us. Also, some of their tactics and communications have raised concern for OCASA, which has worked hard since its inception to be trustworthy and credible to the system at large.

Risk for OCASA?

An OCRA Board member became aware of this policy change in the week of November 25, 2013. He was not happy with the decision and there is a possibility that OCRA will engage in further correspondence on this matter. They seem committed to their battle.

OCASA has been in communication with Council, CAAT Pension Plan and OPSEU about our decision to change membership. Council is confident that OCASA's role is similar to OPSEU's on the retiree insurance committee, due to active employment agreements that establish this role. Council recognizes OCASA as the representative body for college administrators.

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December 3, 2013
Briefing to the OCASA Board of Directors

OCASA is one of four sponsors of the CAAT Pension Plan. There is no indication that that could ever be challenged. OCRA is challenging the Plan's governance structure in general, and as such we're all drawn in, but not vulnerable to our sponsor's role.

Also, OPSEU's response was that OCASA acted nobly in changing our membership policy – something OPSEU wouldn't do. They have no concerns.

In terms of OCRA's position, it seems weakened by the fact that almost no one has joined OCASA from their ranks. It would also seem that they did not advertise this, or invite members to join OCASA and to apply for our appointments. The best guess is that while they wanted to know that they could join, they actually would lose power by our retiree membership increasing.

Finally, this is a saga that has affected all stakeholder groups. Council and CAAT Pension both lend an ear to OCRA to hear their concerns and hear their advocacy efforts on behalf of CAAT retirees. But that is it. OCASA could do the same.

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
Updated December 3, 2013

Strategic Priority	Leadership		
Goal	Critical discourse on relevant issues positively influences the system.		
Strategy	Activity	Responsibility/ Notes	Tasks:
• Create forums for critical discourse	1. Monthly discussion issues on LinkedIn group.	Member Engagement Working Group	<i>Committee will assign topics and discussion facilitators.</i>
	2. Webinars.		<i>Webinars that can also be interactive will be considered.</i>
	3. GTA Chair/Assoc. Dean networking	GTA Chair Team	<i>Planning Winter/Spring retreat day, and pub nights.</i>
• Identify key areas for leadership opportunities	4. <i>Carry over from 2012: Find out what members are doing that is cutting edge, innovative, leading. Explore opportunities to showcase this and engage members/stakeholders.</i>		How can we identify key leaders/innovators in the system? Conference planning did incorporate this for 2013 conference (Lane Trotter).
• Invite stakeholders to engage in discussion	5. Linda Franklin opening plenary at 2014 Conference. 6. OCASA will ask to be on CoP agenda for March 23, 2014. 7. Stakeholders continue to be consulted for <i>College Administrator</i> articles. 8. Linda Franklin, Don Sinclair, Derek Dobson attend and speak at annual conference.		

Business Plan Overview 2012
Updated December 3, 2013

Strategic Priority	Professional Excellence		
Goal	The system embraces administrative excellence as a core value.		
Strategy	Activity	Responsibility/ Notes	Tasks:
<ul style="list-style-type: none"> Support, encourage and develop opportunities for professional growth 	1. Mentoring Matters Mentoring program launch	PD Committee/ Mentoring Committee	Roll out of plan.
	2. Leaders & Innovators Conference	Conference Planning Team	
<ul style="list-style-type: none"> Promote programs that are accessible system-wide 	3. Offer monthly OCASA Webinars on relevant issues	Member Engagement Working Group	Working on: Leadership; Career mobility in college sector; performance management
	4. Certification/On-line learning	PD/Certification Committee	Working to find college partner, using survey data to confirm winter and/or spring course(s)
<ul style="list-style-type: none"> Develop and identify avenues that encourage and support a professional network (i.e. sharing of best practices) 	5. GTA Chair/Assoc. Dean networking	GTA Chair Team	Planning Winter/Spring retreat day, and pub nights.
	6. LinkedIn strategy to include monthly discussion questions, and sub-groups for thought leadership.	Member Engagement Working Group	

Business Plan Overview 2012
Updated December 3, 2013

Strategic Priority	Community Building			
Goal	OCASA's active professional community is representative of the provincial administrative group.			
Strategy	Activity	Responsibility/ Notes	Tasks:	Board Input
• Build awareness of OCASA's value within the college system	1. "Tiger Team" to address marketing needs. 2. Membership development: welcome and renewals plan from OCASA office. 3. Recruitment campaign beyond New Hires. Provide customized plans for key colleges.			
• Encourage and support local Administrative Staff Associations	1. Continue to Revamp best practices and "minimum" practice for an active ASA; build website presence of ASAs on OCASA site.	ED/Board	Continue to Develop individual college website pages on OCASA site and find linkages between ASAs (have started with George Brown)	
	2. Continue to provide regular (every 2-3 months) conference calls for college reps, and develop connections between ASAs.	ED/President		
• Build collaborative relationships with senior management at colleges	3. <i>Ongoing</i> ...Develop communications with senior leadership teams – provide "information" to them; communicate value to them.	ED/Board to determine research areas? In past we did education profile which they valued. What else can we do?	Research Working/ED	

Business Plan Overview 2012
Updated December 3, 2013

Strategic Priority	(2012 Advocacy) – 2013 Representation??			
Goal	The system recognizes the value and professional contributions of administrative staff at all levels.			
Strategy	Activity	Responsibility/ Notes	Tasks:	Board Input
• Develop external partnerships that enhance professional excellence	1. <i>Ongoing...</i> Develop sponsorships that support the work of OCASA and its members. <i>In conversation with OECM Sept. 2013; Phelps Executive Search; Apple</i>	Finance/Board	Identify potential alliances/sponsorships	
	2. <i>Carry over from 2012:</i> Develop a framework for supporting academic pathways of members	PD Committee / Member engagement?	Develop a web-based framework drafted by the Currents Group – web materials to help guide people's search/and make connections	
• Identify and provide an informed voice on key advocacy/ representation issues	3. Need to identify goals for 2013/14.	Board	Board discussion to identify issues/ areas of research.	

Business Plan Overview 2012
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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	Tasks:	Board Input
• Ensure member services provide high value and are easily accessible	1. <i>Ongoing</i>targeted membership surveys according to committee needs			
	2. <i>Ongoing</i> : Ensure evaluation/feedback is built in to all programs (e.g. webinars)	ED		
• Commit to highest ethical and professional standards for board, staff and members	3. <i>Ongoing</i> : Review and update governance policies	Governance Committee		
	4. <i>Ongoing</i> : Promote statement of professionalism to members.	ED/Communications		
	5. <i>Ongoing</i> : Review of Executive Director position, updating job description and reviewing compensation plan.	Executive		
	6. <i>On going</i> : Provide evaluations for Board meetings.	ED		

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<ul style="list-style-type: none">• Establish policies and procedures that ensure sound business practices	7. <i>Ongoing</i> : Develop financial plan that builds reserves	Finance/Audit Committee		
<ul style="list-style-type: none">• Build environmental principles into business plans and operations	8. Develop policy statement that is engaged by all committees in their planning.	Board		

OCASA Membership Benefits & Value

Your partner in administrative excellence.

PROFESSIONALISM | EXCELLENCE | INTEGRITY | COLLEGIALLY



- ❖ **Access to provincial network of expertise and experience** – this network is OCASA's most unique offering – a system-wide professional network of leaders, innovators and dedicated PSE managers ready to explore and share new practices. Watch for new initiatives this year to improve the online network.
- ❖ **Mentoring:** We're about make a formal announcement as we're just about ready to launch our pilot mentoring program, Mentoring Matters: mentoring relationships for administrative professionals in Ontario's colleges, offering support for career and professional development. Twelve partnerships will be launched in 2014.
- ❖ **Professional development, uniquely designed for Ontario college administrators**
 - *Certificate in College Leadership & Administration* – online courses with immediate application to your role – Fall course: Organizational Communications; Winter courses TBA soon.
 - *Free Monthly lunchtime webinars* - Entering, Staying or Leaving: Navigating workplace complexities college managers are facing, Ella Forbes-Chilibeck (Nov 5); Future challenges for colleges, Dr. Lane Trotter, Senior VPA, Fanshawe College (Nov. 28)
 - *Leaders & Innovators annual PD Conference:* the most valued networking and professional development experience our members enjoy. Mark your calendar now: June 23 & 24, 2014, King City.
- ❖ **Web resources for members: articles, system information, webinars on-demand** – new this year will be more on-boarding resources for newer managers.
- ❖ **Excellence Awards & Student Bursaries (members):** annual award recognition for excellence in leadership; and four members win \$500 bursaries each year to support advanced studies and professional designations (28 bursaries have been received to date).
- ❖ **COLLEGE ADMINISTRATOR print publication and digital resources:** articles of interest to you as a college manager, including career focused articles, current research and trends.
- ❖ **Provincial representation on emerging employment matters:** including compensation, benefits, terms & conditions – OCASA is the only consulted group for Ontario colleges' administrators with a 17 year history of valued consultation, and concrete solutions. When matters emerge that directly affect your work environment, OCASA is providing informed representation with your interests in mind.
- ❖ **Access to legal advice, resources and representation:** uniquely serving our membership, Nelligan's lawyers bring experience and expertise in navigating Ontario's colleges, including career transitions, legislative compliance, harassment and general employment matters. Two free hours consultation available each year for eligible matters.
- ❖ **CAAT Pension Plan:** As a plan sponsor, OCASA provides you with a voice on plan governance and design. Since the year 2000, when OCASA incorporated to become a legal sponsor, OCASA has appointed members to represent you on important pension matters. Prior to OCASA, there was no representation for college administrators.
- ❖ **Leadership opportunities for you!** Your involvement in working groups, committees, local or provincial representation, Board of Directors, and PD offerings will bring the greatest value to your sense of connectedness to the system, access to great leaders, great people and career-building opportunities. Get involved! Call us to find out how you can be active right now.

