

Committee of Presidents

Monday, October 26, 2015

Topic: A new vision, a new model: Concept Discussion

In attendance from OCASA

President: Krista Pearson, Dean Enrolment Services and Registrar, Sault College

Vice President: Alanna McDonell, Ancillary Services Marketing Manager, Algonquin College

Past President: David Belford, Dean, Faculty of Business, Fanshawe College

Executive Director: Diane Posterski

“The ask”

An endorsement in principle, and to do the following:

- Establish a working group with representation from OCASA, HRCC, College Employer Council and Colleges Ontario
 - Further the vet the concept
 - Give definition to the model, mandate and its operational plan
- Return to CoP for Spring 2016 meeting with the operational plan

Questions for consideration

1. How might this align with your college’s leadership strategy?
2. What are the questions you would want a working group to address?

Overview

In Colleges Ontario's strategic plan 2015-2018, a bold agenda is articulated which OCASA supports enthusiastically: a commitment to developing a new generation of leaders and innovators, learning and teaching excellence, ensuring education and credentials for tomorrow's workforce, providing opportunities for access and student success and strong community leadership – all this with a global awareness.

What we read between the lines is exceptional college leadership and teams of staff that are ready to fulfill the mandate. However, with fiscal challenges and competition for talent, OCASA recognizes that limited resources will challenge the leadership capacity now, and that looking forward to 2025.

There is a unique opportunity right now, to bring the common goals and interests together in support of colleges, its leadership, and Ontario's competitive advantage in attracting and retaining strong talent.

A new strategic alignment

OCASA is proposing a strategic Ontario College system alignment that will create a new centre extending what OCASA has already begun in leadership, career and networking support. We want to join in supporting administrative, leadership and college best practices.

- A system-wide, strategic approach to management and leadership capacity building, that brings the colleges' resources and best practice together with OCASA's engaged leadership and demonstrated experience from a system view.
- An inclusive professional centre, that meets emerging leadership needs, with shared governance, the experience and nimbleness of OCASA in responding to emerging trends and institutional support.
- Coordinated support for colleges in sharing of best practices, benchmarking, and policy development.

Value to colleges

- A system-wide talent pool that is consistently trained and equipped for college management and leadership – efficient, effective use of resources
- Stronger recruitment, development and retention of great talent (including from faculty and support)
- Provincial opportunities for specialized training, particularly where Ontario has sufficient need
- Highly engaged managers and leaders who benefit from a system network, and bring that learning to their role
- Strategic leadership capacity building that benefits all colleges
- Meeting the growing need for training created with increasing turnover of administrators

While colleges have necessarily differentiated themselves according to Strategic Mandate Agreements, the commonality in purpose, focus, outcomes and success remains constant. And as diversity of region, size and financial resources challenge system cohesiveness, the Colleges Ontario Strategic Plan 2015-2018 brings focus and a unifying mandate to the system.

A real challenge, a unique opportunity

There is significant turnover in colleges, and at the senior levels. According to CAAT Pension data, new administrative hires since 2006 have numbered 2,350, with 780 retirements and 1,000 “other exits” in that same time period. If in the next five years if we can expect up to 30% retirements (up to 750 retirements), we can also expect new admin hires to increase at a greater rate than previously experienced (see Appendix 1).

At the same time, those with upwards of 40 years institutional knowledge are quickly exiting the system. At September 30, 2014, CAAT Pension’s data revealed that the length of service for all active administrators was just 7.7 years.

There is tangible value to growing the talent pool within the college system. A focus on talent management that looks beyond our own college ensures a stronger talent pool for all colleges. We already see more movement between colleges of those aspiring to more senior levels. Excellent leaders can be anywhere, but their capacity for growth can be limited without the proper resources allocated and exposure to diversity of experiences.

Collaboration, innovation and efficiencies are key to the Ministry

A system leadership strategy, that brings together expertise from the professional organization with that of the system leadership not only supports this mandate, but also demonstrates leadership in Canada.

This strategy can also extend to faculty and support as leadership and management training help some move into administration more effectively, and also provide leadership in their existing roles (e.g. Coordinators).

OCASA as a trusted partner

Provincially OCASA has built a credible reputation with its partners. Membership has ranged between 30% and 40% since inception, serving 2,750 members over that time period. (30% - 40% is typical in voluntary, provincial associations).

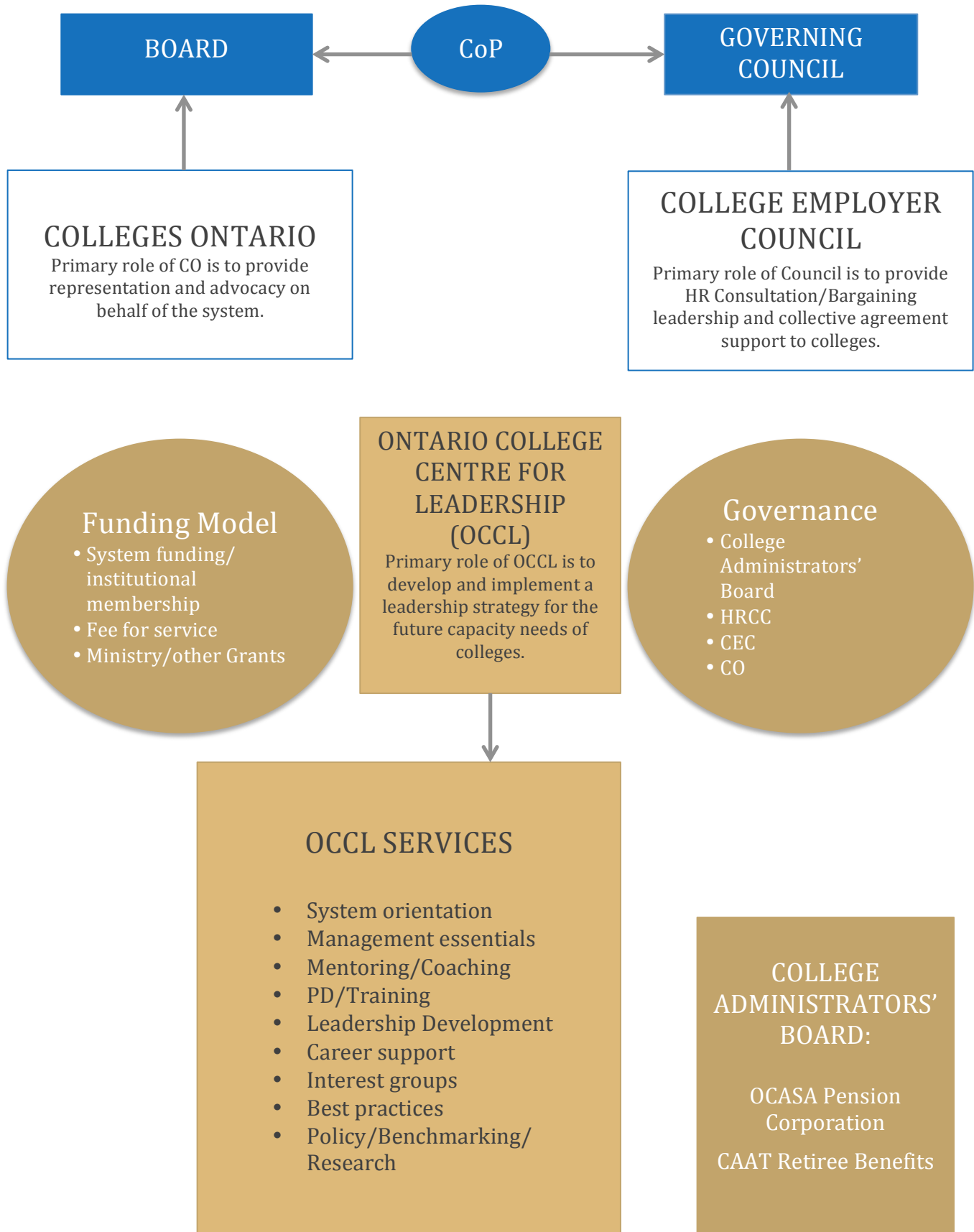
OCASA has demonstrated a commitment first to professional growth of its members, support for the college agenda provincially, and working collaboratively with its partners wherever the opportunity exists. Our new strategic plan clearly articulates this with a focus on Network Support, Career Support and Leadership Support (see Appendix 2).

CAAT system has demonstrated success with collaborative models

Multiple stakeholder partnerships can work well. CAAT Pension Plan is the gold standard in Ontario public sector. Colleges Ontario has significantly raised the awareness and influence of the college system in the past 10 years, as well as jointly providing Board of Governors’ Certification. And OCAS is a system imperative for ensuring necessary and strategic efficiencies.

CAAT can also be a leader in leadership – in higher education, and in Canada. The same agenda for Ontario colleges, including our commitment to developing leadership and innovation in students must be extended to those leaders tasked with ensuring student success.

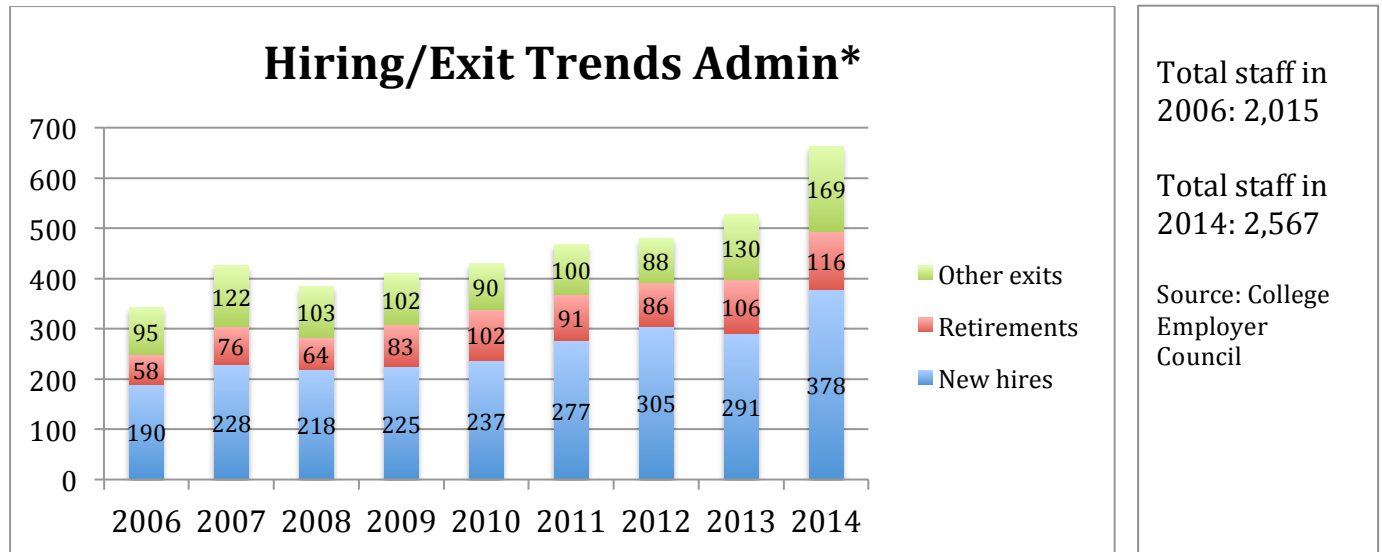
A new vision, a new model



Appendix 1: Emerging Trends

Hiring & Exit Trends for Admin

With an increase in new hires that are challenged by retirements and other exits, the pressure is mounting for colleges to not only attract great talent, but to retain it and grow it. *Strengthening the system-wide talent pool becomes even more critical.*



As new hires into the system have increased to 378 in 2014, total departures (Retirements plus Other exits) have risen from 153 in 2006 to 285 in 2014. In aggregate, new hires since 2006 total 2,349. With higher retirements anticipated over the next five years, it is expected that the new hires count will only increase accordingly, matched also by Other exits.



As a percentage of total annual staff, new hires have increased from 9% in 2006 to 13% in 2014. Interestingly, Retirements have increased slightly as a percentage, but while they are somewhat predictable, other exits from the system are a higher percentage, representing a turnover rate of 6% in 2014.

***Source: CAAT Pension Plan**

Our Values: Professionalism | Excellence | Integrity | Collegiality

Our values remain constant. Committed to an ambitious strategic plan, Ontario's colleges will continue to rely on administrators who think strategically, pursue innovation, and work collaboratively. In OCASA, we embrace those leaders, and who also lead with professionalism, pursue excellence, act with integrity and embrace their community of practice - all for the success of Ontario's colleges.

The last 20 years

During turbulent economic times known as "the social contract", the political landscape established OCASA as the voice for administrators. That initial formation reflected a concern amongst administrators that their professional interests be heard, understood and valued.

Gathering semi-annually, OCASA representatives found encouragement and support from a provincial body. They learned from each other, challenged each other and found a sense of camaraderie.

The college sector was a rapidly changing landscape in the world of higher education, and its leaders needed all the resources available to them.

Where we are now

Twenty years later, OCASA reflects the growing interest amongst its members for training and professional development, a view for succession planning that ensures 40 years of institutional knowledge gets passed on, and a vibrant network of learning, shared practice and that same community of interest.

Today OCASA provides system orientation, cross-college mentoring, online learning and webinars, an annual professional development conference, a professional journal and a network of professionals committed to college success.

The vision for 2025

This strategic plan is a three-year plan taking us to 2019. But our sight is set further, to 2025. We envision a professional body that is available to all college administration. It is the "hub" for system learning and training, for leveraging and sharing best practices. And it ensures leadership capacity is poised and ready for those challenges today still unpredictable.

This professional body for college administration would be a leader in the higher education landscape.

Emerging Trends

OCASA observes many of the same trends that colleges do: demographic shifts, competition (finances, time), changing career paths, and a political/economic landscape that, for colleges, is impacting their ability to attract and retain top talent.

The opportunities are clear – collaborative partnerships will help meet the growing need for exceptional leadership in a system about to experience the greatest exit of talent and knowledge. And on a budget – fiscal realities are one of the tireless realities for colleges today.

Collaborations & Partnerships

This is the way forward for all organizations, businesses and colleges. Leveraging existing excellence, sharing best practices, finding communities of interest that benefit from collaborative partnerships is the way forward. OCASA is committed to being a part of the fabric of college leadership, in partnership with those equally engaged in ensuring colleges are equipped not just now, but 10 years from now.

Values

Professionalism | Excellence | Integrity | Collegiality

Vision

The professional community shaping excellence in college leadership.

Mission

Connecting, supporting and advancing management and leadership in Ontario colleges.

Strategic Priorities

OCASA's strategic priorities aim to professionalize college administration and strengthen leadership capacity in support of Ontario's colleges.

Network Support A vital community of practice engages administrators across the system supporting their skills development.	Career Support Current and future administrators find meaningful support in their learning, leading and workplace goals.	Leadership Support OCASA products and services enhance leadership capacity across the system, promoting innovation and strategic management.
<ul style="list-style-type: none"> • Peer/interest groups engage cross-college leadership • Regional and professional development events expand networks of common interest • Best practices are shared for system learning, growth and efficiencies • Expert resources are identified for training support 	<ul style="list-style-type: none"> • Learning pathway resources and information support advancement • Cross-college mentoring opportunities enhance professional growth • Career coaching, resources and tools augment career development • Management essentials training equips newer managers for sector practice 	<ul style="list-style-type: none"> • Leadership development programs support the <i>Leadership Capability Framework</i>¹ • System orientation resources ensure sector understanding for administrators • Research and resources equip administrators with relevant sector information • Professional interests of college administrators are promoted

¹ *Leadership Capability Framework* as developed by Knightsbridge Human Capital Solutions for the Ontario college system.