

oncat

Ontario Council on
Articulation and Transfer



caton

Conseil pour l'articulation
et le transfert – Ontario

STRATEGIC PLAN

2023-2026

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Vision, Mandate, Values, and Strategic Priorities

Vision

A postsecondary education and training system that empowers learners to build upon their previous education and work experience to achieve their personal, educational, and professional goals.

Mandate

The Ontario Council on Articulation and Transfer (ONCAT) drives innovation **to help postsecondary learners get where they want to go, no matter where they begin.** We do this as a vital partner and convener of the postsecondary education and training sectors, maximizing opportunities for institutional collaboration to create academic pathways, facilitating recognition of prior learning, and supporting learner transitions and entry into the labour market.

Values

Grounded in a commitment to *equity, diversity, access, and inclusion*, ONCAT's activities are guided by the following values:

- **Learner-Centred:** We are dedicated to understanding and supporting the diverse needs, aspirations, and challenges of learners at publicly assisted colleges, universities, and Indigenous Institutes in Ontario.
- **Impact:** We take action to create measurable and transformative change for Ontario learners.
- **Adaptability:** We respond to the evolving needs of Ontario learners, our partners, and stakeholders.
- **Collaboration:** We drive success through the strength of our relationships.
- **Knowledge Sharing:** We foster an environment where knowledge is freely exchanged.

Strategic Priorities

1. Make pathways through postsecondary education and training and into the labour market more transparent.
2. Improve opportunities for learner mobility.
3. Understand learner mobility.
4. Raise awareness of learner mobility.
5. Build ONCAT capacity and expertise.



Strategic Priority 1

Make Pathways through Postsecondary Education and Training and into the Labour Market More Transparent

ONCAT will provide a one-stop online portal for students, workers, and newcomers to navigate the education-to-employment pathways available to them at any point in their academic journey. This online resource will create more visible links between the many education and career opportunities available to a person wishing to shape their future.

Activities

- Expand the collection and availability of postsecondary institutional pathway and course information.
- Maintain and improve ONCAT's public-facing platform based on feedback from learners and partners and guided by government priorities.
- Become a convener for organizations focused on education-to-employment pathways.

How will we know we are successful?

- Non-Ontario pathways and courses are integrated onto ONCAT's public-facing platform.
- ONCAT services are continually expanded to support a one-stop portal for learner mobility.
- Learners can search for pathways based on interests, skills, and career opportunities.



Strategic Priority 2

Improve Opportunities for Learner Mobility

ONCAT will develop and support initiatives that make it easier for learners to move between postsecondary programs and institutions. By funding innovative projects and fostering collaborative activities, ONCAT will boost the capacity of postsecondary partners to establish and expand academic pathways, increase recognition of prior learning, and implement learner-centric transfer policies and practices.

Activities

- Provide funding and support for institutional projects that catalyze the implementation of academic pathways, policies, and practices.
- Working with our Indigenous partners, implement a dedicated strategy to support pathways for Indigenous learners.
- Provide funding and support for pilot programs that test new ideas for improving the transfer experience for learners.
- Coordinate sector-wide engagement activities and training opportunities that cultivate the collective expertise of institutional personnel responsible for transfer functions.

How will we know we are successful?

- Postsecondary institutions increase their total number of academic pathways.
- Pilot programs identify promising ideas that can be replicated across multiple institutions.
- Engagement activities reach a vibrant community of active participants.



Strategic Priority 3

Understand Learner Mobility

ONCAT will design, conduct, and commission research activities that deepen the sector's understanding of key issues and emerging trends in learner mobility. By collecting and analyzing data from postsecondary institutions, government sources, and external stakeholders, ONCAT will highlight practices that facilitate learner mobility and recommend policies that reduce systemic obstacles.

Activities

- Design, conduct, and commission research activities that study general topics about learner mobility (transfer demographics, curriculum development, etc.).
- Design, conduct, and commission research activities that investigate specific ONCAT priorities (newcomer experiences, education-to-employment pathways, etc.).
- Generate data reports and dashboards that inform stakeholder strategies and policies.

How will we know we are successful?

- Research projects identify insightful findings and are shared with postsecondary institutions, government departments, and external stakeholders.
- ONCAT-funded research makes a notable contribution to the academic community through publications, presentations, and other activities.
- Data reports and dashboards provide timely and useful information for postsecondary partners.





Strategic Priority 4

Raise Awareness of Learner Mobility

ONCAT will ensure that learners across Ontario are fully informed of their options for mobility and are aware of the multitude of benefits that mobility can bring, including the acquisition of new skills and knowledge and unlocking available career opportunities.

Activities

- Develop and implement a communications and marketing campaign to promote ONCAT platforms to key audiences.
- Maintain and improve the ONCAT.ca website to provide information and resources to postsecondary institutions and the public, including conference proceedings, pathway development and research reports.
- Explore ONCAT rebrand.

How will we know we are successful?

- Increased awareness of learner resources on mobility.
- Increased ONCAT online platform use.
- ONCAT rebrand completed.



Strategic Priority 5

Build ONCAT Capacity and Expertise

Understanding that the long-term success of learner mobility initiatives depends on the ability to adapt, evolve, and innovate, ONCAT will invest in the development of internal capabilities, systems and expertise that will empower ONCAT employees to continue to drive positive change and create new opportunities for learners in Ontario.

Activities:

- Continue to build a culture of communication, collaboration and learning within ONCAT.
- Enhance opportunities for training and professional development for employees based on organizational and individual objectives.
- Implement gradual return-to-office policy based on strategic priorities.
- Administer employee satisfaction survey and adapt plans based on feedback.
- Execute targeted human resources strategy that ensures hiring is based on ONCAT's mandate, values, and culture.

How will we know we are successful?

- Performance management and staff development plans are successfully executed across the organization and aligned with ONCAT's strategic priorities.
- Internal systems are reviewed and improved to ease workflow and productivity.
- The employee satisfaction survey is conducted, and results are shared with ONCAT management and staff.



A photograph of two students, a young man and a young woman, standing outdoors and looking at each other. The young man is on the left, wearing a light-colored checkered shirt and a blue backpack. The young woman is on the right, wearing a grey hijab, a light-colored long-sleeved shirt, and a brown backpack. The background is a blurred outdoor setting with trees and a fence. The entire image has a blue color overlay.

Helping learners get where they want to go,
no matter where they begin.

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