



# Strategic Plan

2018 – 2021

## Table of Contents

<b><i>Introduction: A Record of Achievement</i></b>	<b>3</b>
<b><i>Our Vision</i></b>	<b>4</b>
<b><i>Our Values</i></b>	<b>4</b>
<b><i>Our Strategic Objectives</i></b>	<b>5</b>
<b>Advancing a Robust and Sustainable Business Model</b>	<b>5</b>
<b>Advancing Digital Strategies</b>	<b>5</b>
<b>Advancing Diverse Online Learning Opportunities</b>	<b>6</b>

## Introduction: A Record of Achievement

For twenty-three years, OntarioLearn has been a progressive leader in the collaborative sharing and delivering of quality online education. With over 920,000 course enrollments since its inception in 1995, and a student retention rate close to 90%, OntarioLearn has proven it delivers what students want and need. Comprised of all 24 Ontario Community Colleges, the consortium works as a synergistic, responsive, and dynamic group to develop and deliver flexible, demand-driven online learning. This partnership approach allows the colleges to optimize resources and deliver one of the largest inventories of high-quality online programs and courses in North America.

The incorporated Board of Directors along with a Management Committee with representation from each member institution provide OntarioLearn with leadership and oversight.

With our consistent vision to provide quality learning experiences we have addressed a number of strategies. Over the past year, OntarioLearn introduced Security Assertion Markup Language (SAML) as the standard protocol to communicate user identities across the internet and to facilitate user access to partner applications with one set of credentials across OntarioLearn sites. Additionally, OntarioLearn created its own YouTube Channel, with orientation videos for students and facilitators. In collaboration with our partners, new content and services continue to be added for online students and facilitators ranging from college libraries, tutor services, e-textbooks to virtual proctoring. Building upon our previous accomplishments, these resources and services continue to provide a solid foundation for OntarioLearn's future in online education.

OntarioLearn's collaborative model has given students (including those in rural and remote communities) access to a comprehensive suite of asynchronous course offerings ranging from general education to vocational learning. This exceptionally large inventory of online courses and programs are from across the province, as we leverage our shared strengths and resources. This system approach provides a responsiveness that would not be possible with an individual college. Over the course of the past year OntarioLearn supported 590 programs and 1,475 courses. The introduction of 12 new collaborative programs ranging from Ontario College Certificates, to Ontario College Diplomas and Ontario College Graduate Certificates enhanced an already robust program inventory. Using their own device/s students access courses at any time from their home, office or elsewhere, at their convenience. Learners connect with their course facilitator and classmates who may be participating from anywhere in Ontario, Canada or internationally.

For many mature learners dealing with family and school schedules, employment hours, day-to-day obligations, or living in a rural or remote location, the flexibility of an online education offers a practical alternative to stringent on campus class timetables or a long commute to attend classes in person. OntarioLearn's frequent start dates of courses is a distinct advantage for students. In addition to the three traditional semester intakes in the fall, winter and spring, OntarioLearn offers a large number of courses at the start of every month throughout the year. The monthly intake option gives students greater flexibility to begin their courses at a time that suits them and addresses their needs and ability to complete a program at their own pace.

OntarioLearn is an award-winning model recognized for its innovation by the Canadian Association of Distance Education and offers many benefits for the colleges their students and employers. Members of the consortium work collaboratively to provide innovative opportunities for all students regardless of what perceived or real barriers they have, where they are located, and when they are available to pursue their education. Our work is guided by our academic, administrative, and corporate policies and procedures that are designed to provide consistent approaches related to the rights and responsibilities of partner colleges, their students, staff, facilitators and OntarioLearn staff.

We will leverage our past successes and continue to be flexible and pro-active in adapting to the inevitable changes that the future brings us. We view the future as an opportunity for us to serve the college system in new and innovative ways, and to continue to provide and support students regardless of where they are physically located.

OntarioLearn is a consortium of colleges devoted to the development and delivery of high-quality, accessible, student-centred online learning opportunities.

## Our Vision

OntarioLearn is a national leader in post-secondary online education. This leadership will be ensured by maintaining the highest standards of curriculum design and delivery, leveraging our award-winning cooperative model, and pursuing ever-expanding markets.

## Our Values

To support, sustain and fulfill our mission, we believe in:

*Quality:* Learning that adheres to a rigorous quality assurance process to ensure that the design and delivery of every course meets minimum standards and complements the online learning environment.

*Student-centred:* Learning that is focused on the student's needs, abilities, interests and learning styles to empower contemporary learners.

*Collaboration:* Working with post-secondary institutions, students and partners to achieve goals, increase capacity and establish pathways for success.

*Innovation:* Creating unique and effective courses, programs, processes, services, technologies and ideas while balancing calculated risks.

*Sustainability:* Maintaining a consortium that is financially viable, fosters complementary partnerships, retains and advances enrollment and provides high-quality, accessible, student-centred online learning opportunities.

## Our Strategic Objectives

### Advancing a Robust and Sustainable Business Model

Develop and implement policies, practices, processes and partnerships that contribute to advancing a robust and sustainable business model that benefits all stakeholders through innovative practices.

OntarioLearn will continue to build on its collaborative model and develop more opportunities for all partners to realize the value of their participation in the consortium. Our policies, practices, and processes will evolve over time to enable and encourage opportunities to expand and support all members of the consortium in a variety of ways that meet diverse needs.

OntarioLearn will expand its operating model to include efficiencies for individual members as well as OntarioLearn. We will also enable and support opportunities for growth within the consortium membership with results that ensure financial sustainability for OntarioLearn. In order to support the evolution of OntarioLearn, we will seek out alternative revenue sources to support our activity.

- Deliverables:
  - Policies developed to support expansion and sustainability; existing policies reviewed and revised as needed; repository created; and revision cycle identified
  - Strategic and Operating plans created and approved with input at Board and OMC meetings
  - Pilot and/or implement revenue generation opportunities
  - Pilot and/or implement efficiency projects
  - Advance our communication strategy internally and with Colleges Ontario, CCVPA, COP and others as appropriate

### Advancing Digital Strategies

Develop and implement policies, practices, processes and partnerships that contribute to advancing a digital strategy that benefits all stakeholders

Embedded within our digital strategy will be our approach to quality assurance and security where our policies, practices and processes will support these priorities in all that we do.

This strategic initiative will support our business model(s) ensuring that we underpin our approaches to all that we do with solid, sustainable technology that enables and supports our collaboration. We will devise methods of supporting the intelligence that we need to attain and disseminate to our members by utilizing technology to enable automation whenever and wherever possible.

- Deliverables:

- Course and program quality assurance method identified and implemented
- Collaborative program tracking mechanism created and implemented
- Utilize technology to improve stakeholder experiences and efficiencies and pilot/implement approach

### Advancing Diverse Online Learning Opportunities

Develop and implement policies, practices, processes and partnerships that contribute to advancing online learning opportunities that benefit all stakeholders.

OntarioLearn will embrace creativity in the various online activities that it supports. Continuing our strategy to expand the cooperative delivery of online programs, we will ensure well defined policies and processes are in place to support this expansion. We will continue to create flexible opportunities for students, supported by the strength we draw from collaborating with each other.

With a renewed commitment to improving communication within the consortium we will ensure all members are provided with clear guidelines and are aware of the many opportunities membership affords them.

- Deliverables:

- Marketing and promotion plan developed and communicated.
- Articulate guiding principles for bundling programs.
- Responding to employer needs with appropriate course/program offerings