



Ontario College Quality Assurance Service

Service de l'assurance de la qualité des  
collèges de l'Ontario

# OCQAS STRATEGIC PLAN 2025-2030





## MISSION

To guide and support the Ontario's public college system in building a culture of world-class quality assurance, leading to education excellence recognized by students, graduates, employers, government, and the communities they serve.



## VISION

Empowering Ontario public colleges to be a trusted hallmark of world-class quality and student achievement.



## CORE VALUES

### **Collaboration**

We respect, value and recognize the contribution of our many invested parties and are committed to reflecting those contributions in our continuous improvement as a quality assurance agency.

### **Transparency**

We are consistent and open in our application and delivery of quality assurance services across the Ontario College system.

### **Responsiveness**

We are attentive, ready to act, helpful, and willing to engage with our invested parties.

### **Continuous Improvement**

We have a mindset and practice of constantly seeking ways to enhance processes, products, services, and personal skills.

# STRATEGIC GOAL #1



## Provide Training and Capacity Building for Colleges

### RATIONALE

- Personnel turnover in the system (Board, Presidents, VPAs, Deans, QA Staff) and the Ministry means OCQAS needs to build QA knowledge in college personnel.
- Differences in size/knowledge/capacity of college QA units in the system and QA staff reductions in some colleges means OCQAS should assist in building QA capacity.
- Colleges appreciate the materials and services that we have available and are asking for more.

### OBJECTIVE 1.1: Support Institutional Internal Quality Assurance (IQA) Capabilities.

**Description:** Develop and provide targeted resources and training that empower colleges to strengthen their internal quality assurance systems and foster a culture of self-regulation and continuous enhancement.

**Timeframe:** Ongoing throughout the strategic plan, with specific initiatives launched annually.

Tactics	Metrics	Targets
<p><b>1.1.1 Develop and disseminate best practice guides/resources:</b> Create practical tools on various aspects of IQA, such as program review, experiential learning, construction of vocational learning outcomes curriculum design and mapping for quality.</p>	<ul style="list-style-type: none"> <li>• <b>Number of guides / resources produced</b></li> <li>• <b>Number of downloads to IQA best practice guides and resources</b></li> </ul>	<ul style="list-style-type: none"> <li>• 3 annually</li> <li>• 13 per year</li> </ul>
<p><b>1.1.2 Organize workshops and events for institutional staff:</b> Deliver training sessions on IQA principles, self-assessment methodologies, and preparation for external reviews.</p>	<ul style="list-style-type: none"> <li>• <b>Number of institutions participating in IQA training events/ workshops annually</b></li> </ul>	<ul style="list-style-type: none"> <li>• 13 unique institutions</li> </ul>
<p><b>1.1.3 Facilitate peer-to-peer learning networks:</b> Create forums or platforms for institutions to share IQA experiences and learn from each other.</p>	<ul style="list-style-type: none"> <li>• <b>Number of institutions participating in peer-to-peer learning networks annually</b></li> </ul>	<ul style="list-style-type: none"> <li>• 13 unique institutions</li> </ul>
<p><b>1.1.4 Co-develop guidelines and tools:</b> Involve colleges in the development or review of new QA standards, guidelines, and self-assessment tools through working groups and pilot programs.</p>	<ul style="list-style-type: none"> <li>• <b>Institutional Satisfaction with Agency Engagement</b></li> </ul>	<ul style="list-style-type: none"> <li>• Average score from surveys on perceived collaboration and responsiveness is 4.0 out of 5.</li> </ul>

# STRATEGIC GOAL #2



## Provide Excellent Service

### RATIONALE

- We need to maintain the level of services, advocacy and support we are known for.
- We want to counteract the perception that QA is about jumping hoops, takes time, no value added.
- We can lean on AI to find efficiencies or remove obstacles.

### OBJECTIVE 2.1: Maintain Invested Parties Level of Satisfaction

**Description:** Meet or exceed the expectations of all invested parties regarding the responsiveness, clarity, and helpfulness of our services and interactions.

**Timeframe:** Sustain our current high satisfaction scores through to the end of Year 3 of the strategic plan.

Tactics	Metrics	Targets
<b>2.1.1 Implement a comprehensive feedback system:</b> Regularly collect invested parties' feedback through surveys (e.g., post-interaction, annual), focus groups, and dedicated feedback channels on the website.	<ul style="list-style-type: none"> <li>• Overall invested parties' satisfaction score on survey</li> </ul>	<ul style="list-style-type: none"> <li>• 85%</li> </ul>
<b>2.1.2 Reach out to CiCAN, IRCC and Ministry:</b> Look for opportunities to exchange ideas and direct the efforts of OCQAS towards innovation and areas of development.	<ul style="list-style-type: none"> <li>• Number of communications</li> </ul>	<ul style="list-style-type: none"> <li>• 3</li> </ul>

### OBJECTIVE 2.2: Strengthen Collaborative Engagement with the Colleges

**Description:** Foster constructive, transparent, and mutually beneficial relationships with colleges to enhance the effectiveness and impact of quality assurance processes.

**Timeframe:** Achieve by the end of Year 1 of the strategic plan.

Tactics	Metrics	Targets
<b>2.2.1 Strengthen Formal Liaison Mechanisms:</b> Consolidate dedicated channels of communication and consultation with institutional leadership and internal quality assurance units.	<ul style="list-style-type: none"> <li>• Institutional Satisfaction with Agency Engagement</li> </ul>	Average score from surveys on perceived collaboration and responsiveness is 4.0 out of 5.

**OBJECTIVE 2:3: Explore and Integrate AI for Enhanced and Streamlined Service Delivery.**

**Description:** Investigate, pilot, and integrate Artificial Intelligence (AI) tools to augment our service capabilities, improve efficiency, and provide more proactive and personalized support to invested parties.

**Timeframe:** Complete initial AI exploration and pilot programs by the end of Year 2, and scale successful integrations by the end of Year 3.

Tactics	Metrics	Targets
<p><b>2.3.1 Map and analyze key service delivery workflows:</b> Identify bottlenecks, redundancies, and opportunities for automation or simplification.</p>	<ul style="list-style-type: none"> <li>• <b>Workflow analysis</b></li> </ul>	<ul style="list-style-type: none"> <li>• Completed by January 2026.</li> </ul>
<p><b>2.3.2 Review processes:</b> Establish a continuous improvement cycle for all service delivery processes, incorporating feedback and performance data.</p>	<ul style="list-style-type: none"> <li>• <b>Analysis of data collected over the last 10 years on all service delivery processes</b></li> </ul>	<ul style="list-style-type: none"> <li>• Completed by June 2026.</li> </ul>
<p><b>2.3.3 AI Exploration and Feasibility (Year 2)</b></p> <p><b>2.3.3.1 Conduct a needs assessment:</b> Identify specific service areas where AI could provide the most value (e.g., answering common FAQs, bottlenecks, redundancies, summarizing documents, analyzing feedback).</p> <p><b>2.3.3.2 Pilot an AI-powered chatbot/virtual assistant:</b> Implement a pilot program for a secure, internal-facing (or limited external-facing) chatbot to answer common invested parties' queries based on a curated knowledge base.</p>	<ul style="list-style-type: none"> <li>• <b>Review of processes to identify areas of service where AI would provide the most value</b></li> <li>• <b>AI pilot</b></li> <li>• <b>Accuracy rate of AI-generated responses/ summaries (internal validation) in pilot</b></li> <li>• <b>Operational AI system</b></li> </ul>	<ul style="list-style-type: none"> <li>• Completed by January 2027.</li> <li>• Completed by August 2027.</li> <li>• 90%</li> <li>• Completed by August 2028.</li> </ul>
<p><b>2.3.4 AI Integration and Scaling (Year 3-4)</b></p> <p><b>2.3.4.1 Provide training in using AI-powered chatbot/virtual assistant:</b> Develop institutional personnel with the skills to effectively use and manage AI technologies, ensuring they understand both capabilities and limitations.</p> <p><b>2.3.4.2 Collect Data:</b> Integrate AI to enhance search capabilities, identify emerging trends or potential issues in the sector, allowing the agency to provide proactive guidance, develop new resources and automatically tag/categorize documents, making information retrieval faster for invested parties.</p>	<ul style="list-style-type: none"> <li>• <b>Invested parties reporting satisfaction with clarity of communication provided by the AI tool</b></li> <li>• <b>Invested parties common queries handled by AI chatbot</b></li> <li>• <b>Time saved by staff using AI tools for information retrieval/ analysis</b></li> </ul>	<ul style="list-style-type: none"> <li>• 80%</li> <li>• 30%</li> <li>• 3 hours per week.</li> </ul>

# STRATEGIC GOAL #3



## Develop and Manage the OCQAS Brand

### RATIONALE

- There is lack of awareness by the general public about the quality-assurance of Ontario colleges that is represented by OCQAS.
- There is a lack of recognition of the OCQAS brand.
- The colleges can recruit and market more effectively if they can utilize a clear, compelling QA brand.
- Without a brand identity, our marketing and communication efforts are less effective.
- Not having a recognized brand reduces market 'value'.

### OBJECTIVE 3.1: Define and Articulate a Core Brand Identity.

**Description:** Establish a clear, consistent, and compelling brand platform that defines the quality assurance of the Ontario colleges as represented by OCQAS.

**Timeframe:** Achieve by the end of Year 2 of the strategic plan.

Tactics	Metrics	Targets
<p><b>3.1.1 Conduct a Brand Audit and Discovery</b></p> <ul style="list-style-type: none"> <li>• <b>Internal:</b> Facilitate workshops with the Management Board, staff, college personnel, and external reviewers to identify how best to convey the quality of Ontario colleges as represented by OCQAS.</li> <li>• <b>External:</b> Conduct surveys and focus groups with institutions, students, government, and employers to understand current perceptions, pain points, and desired attributes.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Engagement in Brand Workshops</b></li> <li>• <b>Surveys and/or Focus Groups</b></li> </ul>	<ul style="list-style-type: none"> <li>• 90% of target staff participating by the end of Year 1.</li> <li>• A minimum of 10 participants from each of the groups identified participating by the end of Year 1.</li> </ul>
<p><b>3.1.2 Develop a Comprehensive Brand Platform Document:</b> Articulate the value proposition of OCQAS quality assurance for colleges, unique selling proposition (USP), key messaging pillars, and defined brand voice and tone.</p>	<ul style="list-style-type: none"> <li>• <b>Brand Platform Document</b></li> </ul>	<ul style="list-style-type: none"> <li>• Completed by the end of Year 1.</li> </ul>
<p><b>3.1.3 Refine/Develop Visual Identity System:</b> Based on the brand platform, create or refresh the OCQAS' logo, color palette, typography, imagery style, and overall visual language (if needed).</p>	<ul style="list-style-type: none"> <li>• <b>Invested Parties' Feedback on Updated Brand Attributes</b></li> </ul>	<ul style="list-style-type: none"> <li>• 80% of invested party participants are positive about the alignment of brand attributes.</li> </ul>
<p><b>3.1.4 Create Detailed Brand Guidelines:</b> Document the proper application of all brand elements (logo usage, color codes, typography, photography style, tone of voice, writing style) for all communications.</p>	<ul style="list-style-type: none"> <li>• <b>Brand Guidelines Document</b></li> </ul>	<ul style="list-style-type: none"> <li>• Completed by the end of Year 2.</li> </ul>

**OBJECTIVE 3.2: Increase Recognition of the Core Brand**

**Description:** Increase the familiarity and positive recall of OCQAS' name and logo among prospective domestic and international students, the general public and government bodies.

**Timeframe:** Achieve a significant increase in recognition scores by the end of Year 3 of the strategic plan.

Tactics	Metrics	Targets
<p><b>3.2.1 Ensure Consistent Visual Deployment:</b> Immediately apply the new or refined visual identity across all existing and new materials: website, reports, templates, presentations, social media profiles, and electronic signatures.</p>	<ul style="list-style-type: none"> <li>• <b>Unaided Brand Awareness/Recall</b></li> <li>• <b>Social Media Follower Growth</b></li> </ul>	<ul style="list-style-type: none"> <li>• Percent of target audience (e.g., students, general public) who can spontaneously name the agency: 5% (this is an increase from 0%).</li> <li>• Rate of increase in followers on key platforms: 10% increase YoY.</li> </ul>
<p><b>3.2.2 Update Strategic Naming and Tagline (if applicable):</b> Review agency name and develop a concise, memorable tagline that clearly communicates core function or value.</p>	<ul style="list-style-type: none"> <li>• <b>Logo Recognition Score</b></li> </ul>	<ul style="list-style-type: none"> <li>• Percent of target audience who recognize the agency's logo : 5% (this is an increase from 0%).</li> </ul>

# STRATEGIC GOAL #4



## Market the Quality Assurance of the Ontario College System as Represented by OCQAS

### RATIONALE

- Prospective students and the general public have low awareness of the quality assurance of the Ontario college system as facilitated by OCQAS.
- The reputation of the Ontario publicly-assisted colleges has declined dramatically since the announcement of the international student cap.
- The work of OCQAS is appreciated by its parties of interest but not known by others.
- There is a lack of knowledge of the work Ontario publicly assisted colleges do with OCQAS.

### OBJECTIVE 4.1: Increase General Public and Student Awareness of the Quality-Assured Nature of Ontario College education.

**Description:** Increase the recognition of the OCQAS-branded quality assurance of Ontario colleges among the general public and prospective/current higher education students. Ensure invested parties (prospective students, ministry, employers, students) clearly understand that the Ontario college system is uniquely quality assured.

**Timeframe:** Achieve a measurable increase in awareness by the end of Year 3 of the strategic plan.

Tactics	Metrics	Targets
<p><b>4.1.1 Work with Colleges Ontario on how best to promote the quality assured nature of Ontario colleges:</b> Fold OCQAS quality assurance into the larger marketing and media initiatives of Colleges Ontario.</p>	<ul style="list-style-type: none"> <li>• <b>Appearance in Colleges Ontario communications and marketing - OCQAS quality assurance is mentioned in College Ontario system promotion</b></li> </ul>	<ul style="list-style-type: none"> <li>• During year 3 of this. plan, the OCQAS quality assurance advantage is featured on the CO website and is also mentioned in 25% of public marketing undertaken by CO on behalf of the college system.</li> </ul>
<p><b>4.1.2 Develop a compelling public awareness campaign:</b> Create simplified, visually engaging content (e.g., short videos, infographics, social media cards) explaining “What is QA?” and “Why does it matter to you?”</p>	<ul style="list-style-type: none"> <li>• <b>Social Media Reach/ Impressions</b></li> </ul>	<ul style="list-style-type: none"> <li>• Total reach of posts and campaigns: 10% increase in Year 3 of plan.</li> </ul>

Tactics	Metrics	Targets
<p><b>4.1.3 Leverage accessible channels:</b></p> <ul style="list-style-type: none"> <li>• <b>Social Media:</b> Establish and regularly update profiles on platforms relevant to students and the general public (e.g., Instagram, TikTok for students, LinkedIn for professionals, possibly YouTube for explainer videos).</li> <li>• <b>Targeted Digital Ads:</b> Explore highly targeted digital advertising campaigns on social media or educational websites.</li> <li>• <b>Partnerships:</b> Collaborate with college marketing departments, and student associations to disseminate information.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Social Media Reach/ Impressions</b></li> <li>• <b>College and Student Association Marketing Utilization</b></li> </ul>	<ul style="list-style-type: none"> <li>• Total reach of posts and campaigns: 10% increase YoY in reach/impressions by the public (excluding staff of Ontario colleges and OCQAS personnel).</li> <li>• Number of colleges that mention OCQAS quality assurance in their website and marketing: 13 on website, 13 in other marketing initiatives in Year 3 of the plan.</li> <li>• Number of student associations that publicly mention OCQAS quality assurance positively: 3 in Year 3 of the plan.</li> </ul>

## OBJECTIVE 4.2: Position the Agency as a Trusted Authority

**Description:** Establish and maintain our agency's reputation as a reliable, independent, and expert voice in discussions and advancements related to quality assurance in Ontario's higher education system.

**Timeframe:** Ongoing throughout the strategic plan, with specific positioning milestones by the end of Year 4.

Tactics	Metrics	Targets
<p><b>4.2.1 Speaking Engagements and Interested Parties' Forums:</b> Actively seek opportunities for agency to present at various forums. Host workshops, webinars, and open days specifically designed to explain processes, standards, and the value of QA to institutional leaders and staff.</p>	<ul style="list-style-type: none"> <li>• <b>Attendance at interested parties' forums</b></li> </ul>	<ul style="list-style-type: none"> <li>• Number of attendees at workshops/webinars specifically designed for institutions: 10% increase in unique institutional attendees by end of Year 3.</li> </ul>

**OBJECTIVE 4.3: Expand and Deepen International QA Networks.**

**Description:** Actively participate in and contribute to global quality assurance discourse, facilitating mutual learning, benchmarking, and the international recognition of our QA standards.

**Timeframe:** Achieve by the end of Year 3 of the strategic plan.

Tactics	Metrics	Targets
<p><b>4.3.1 Host/Co-host International Events:</b> Organize international conferences, workshops, or training sessions on key QA topics.</p>	<ul style="list-style-type: none"> <li>• <b>Joint International Activities</b></li> </ul>	<ul style="list-style-type: none"> <li>• Number of co-hosted events, research projects, or staff exchanges with international partners 1 per year.</li> </ul>
<p><b>4.3.2 Contribute to Global Standards Development:</b> Participate in working groups or initiatives focused on developing international guidelines for quality assurance.</p>	<ul style="list-style-type: none"> <li>• <b>International Recognition Score</b></li> </ul>	<ul style="list-style-type: none"> <li>• Participate in at least one related working group or initiative by the end of Year 2 of the plan.</li> </ul>



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