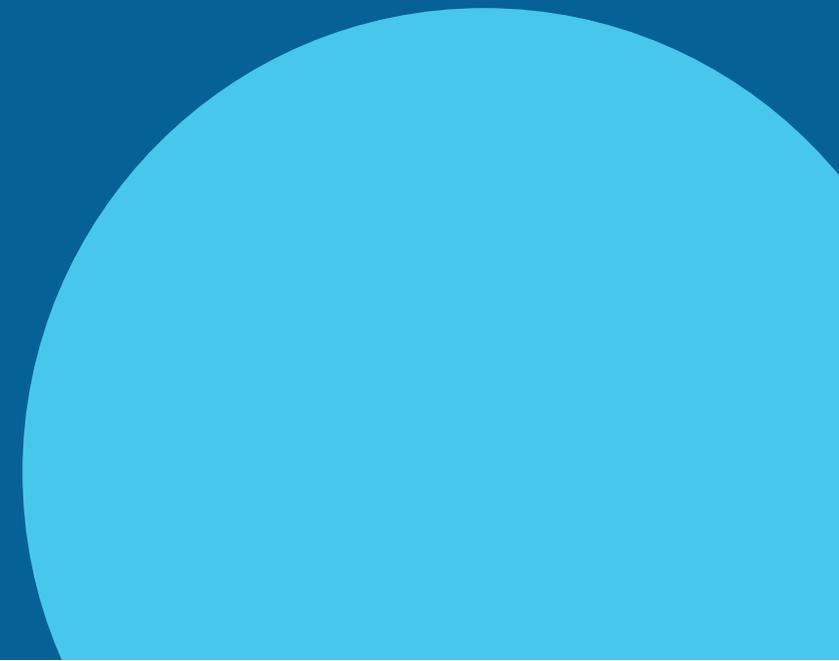
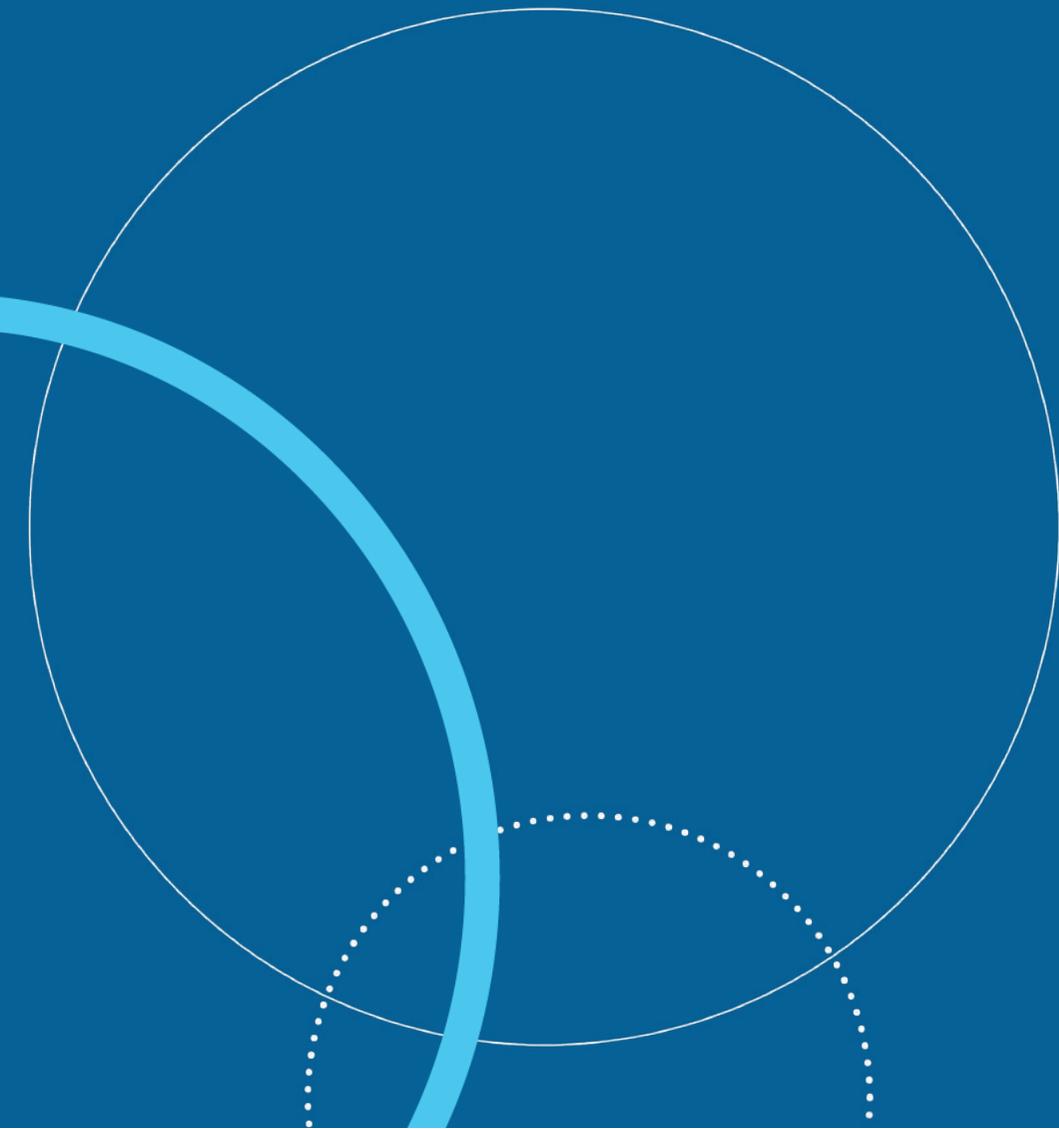


oncat
Ontario Council on
Articulation and Transfer

2019
annual

2020
report

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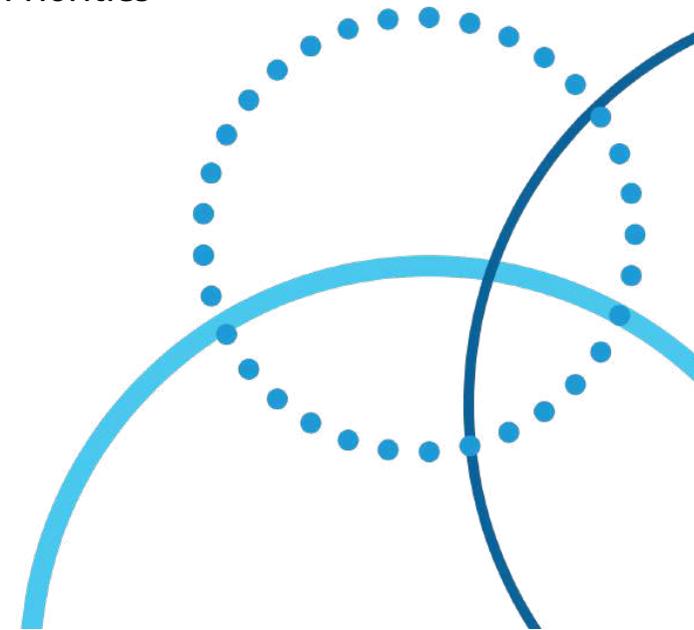
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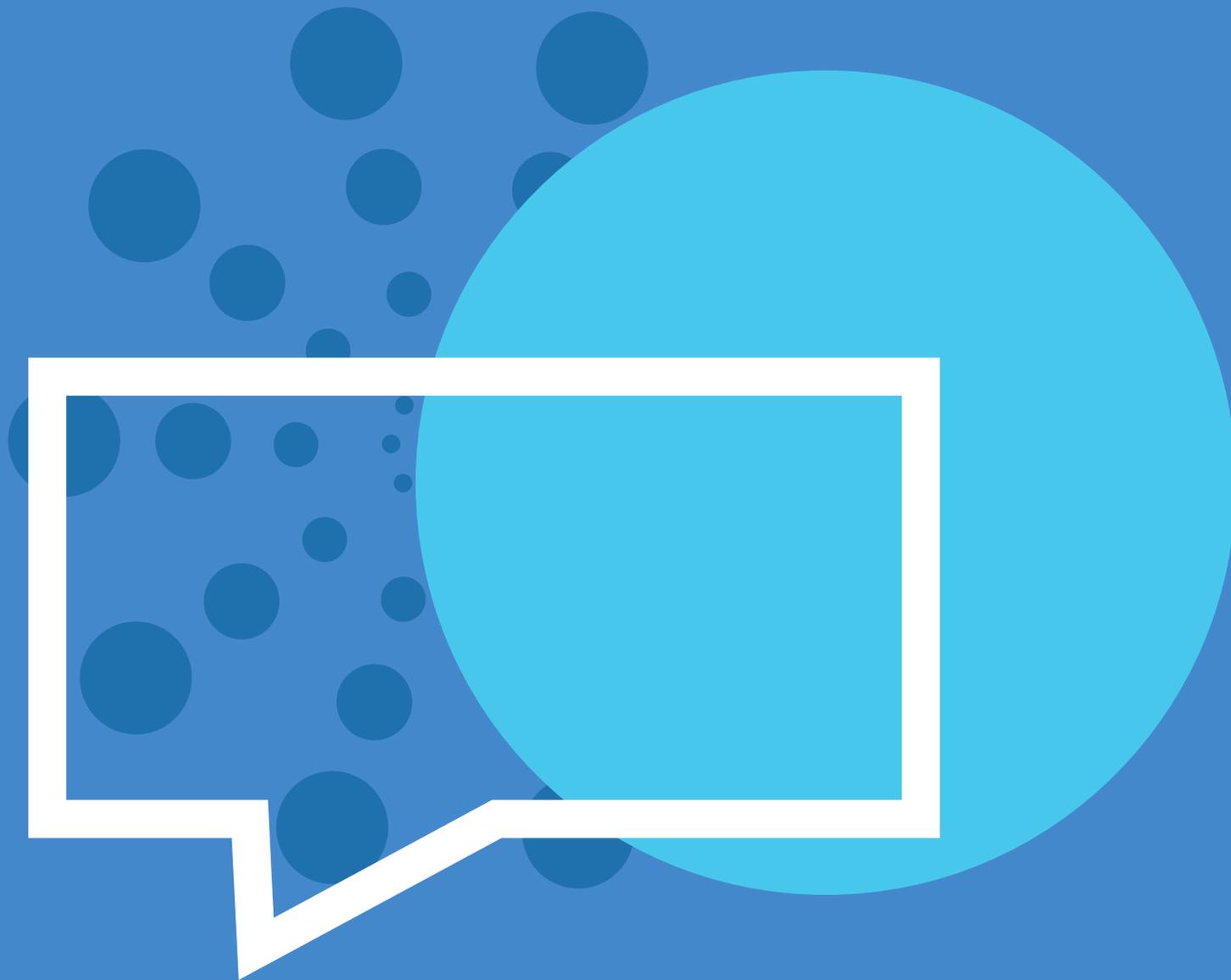
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Message from the Board Co-Chairs

What a year it has been for ONCAT—and for Ontario’s transfer system.

We started this fiscal year with an ambitious strategic planning exercise led by the Board of Directors and with support from the ONCAT team. With a new provincial Government in place, we became familiar with emerging government priorities to ensure strong alignment with our own. We finalized our new Strategic Plan, identified key activities to guide our work over the next three years, and look forward to providing a snapshot of the plan, both in this Annual Report and through our sector networks.

Today, we are excited about our new directions, but also cognizant that, by the end of 2019–20, we

found ourselves working in a transformed landscape and will be grappling with the immediate and long-term effects of the pandemic on our postsecondary education system for years to come.

Yet even as we adjust to new ways of working, some things have remained constant. Colleges, universities, and Indigenous Institutes continue to offer high-quality postsecondary education and continue to equip students with the skills needed for a rapidly changing world. Students are eager to take control of and chart their own postsecondary learning journey. It’s still too early to surmise how the pandemic will affect transfer rates and trends but, if recent traffic to ONTransfer.ca is an indicator, it’s clear that students are exploring their options—and that ONCAT will be there to support them.

It is also timely that ONCAT's key priorities, for the next three years, focus on expanding in-demand pathways, improving institutional transfer processes, and building our organization's capacity to support students and Ontario's postsecondary education institutions. We cannot achieve our goals alone and will work collaboratively with our partner institutions, engaging senior leaders and those working directly with or supporting prospective or incoming transfer students. We also rely on continued support from the Government and are grateful that they are on board with our Strategic Plan and have committed to ongoing encouragement.

On behalf of the Board, we would like to thank our many postsecondary institution partners and the Ontario Ministry of Colleges and Universities for their enduring commitment to Ontario's transfer system. Especially now, while facing their own fiscal challenges and confronted with other pressing issues, our partners continue to lead and support projects, conduct research and share data, and participate in our committees and pilot projects. Finally, thank you to Yvette Munro, ONCAT's Executive Director, and the ONCAT team, for their system stewardship and dedication.

Thank you for a successful 2019–20 year, and we look forward to the year ahead.



Ron Common

President,
Sault College



Deb MacLatchy

President and Vice-Chancellor,
Wilfrid Laurier University

Message from the Executive Director

In crafting an annual message, I will often look back on our previous report as a reference point. Doing this now is an emphatic reminder of how we find ourselves in such different circumstances.

Today, in the midst of a global pandemic, the familiar rhythms of campus life that often mark the change of seasons and academic terms have been muted, and the ways we work, connect and support each other—and our students—have transformed. At the same time, I am reassured by how Ontario's postsecondary education sector has stepped forward to meet these new challenges and encouraged to see so many of our sector partners strengthen their commitment to transfer—both within their institutions and across our transfer system.

On March 13, we announced our Northern Business Fundamentals Co-Registration Initiative along with our northern college and university partners and were joined by the Honourable Ross Romano, Minister of

Colleges and Universities. For many of us there at Algoma University, it would be our last in-person gathering for quite some time, and our last chance to sit side-by-side and share a microphone: small acts that now seem quite daring. Yet, as I reflect upon that day, I realize we had already been engaged in small (and some larger) acts of daring throughout the year. Let me share some of these with you as I look back upon the past twelve months.

In 2019–20, ONCAT decided not to hold our annual Pathways Conference, a beloved tradition that brings together transfer leaders and professionals. It was a bold decision that we did not take lightly, but it was required, given the fiscal challenges facing the province. Nevertheless, the networking and learning opportunities that the conference afforded us could not be abandoned, so we adapted by piloting webinars and bringing highly informative presentations to our sector meetings and transfer colleagues.



The ONCAT Board of Directors led a planning exercise to help us identify new and focused strategic priorities, and these priorities have resulted in an integrated Strategic Plan that will guide ONCAT's activities for the next several years. It is also a plan that establishes clear goals for Ontario's transfer system, is more responsive to transfer students, and is a set of goals that we expect to be held accountable for.

I am also proud that, along with a committed and talented staff, we have made great strides to enhance the rigour of our research and transfer-related projects. We are currently working with scholars who are at the very cutting edge of student mobility research in Canada, and who share our passion for mapping transfer student trajectories and outcomes. Similarly, we have continued to fund transfer pathway and seamless transfer projects. We greatly appreciate our project leads generating innovative ideas and thank our colleagues across Ontario serving on our RFP review panels. Over the past year, we have tested out new ways of collaborating and launched a number of invitational pilots, bringing together small teams of colleges, universities, and Indigenous Institutes to work, intensely, to tackle tougher areas, whether it's reviewing the complexities of transfer processes

or collecting transfer data from institutions. As these projects are completed, we will have a radically deeper understanding of how transfer works within different types of institutions and regions. In turn, this helps ONCAT tailor our supports and activities to respond to the needs of our uniquely Ontario-based system.

We are also excited to be improving ONTransfer.ca, the student-facing and public-serving tool that is both the core service and clear marker of a strong provincial transfer system. Over the past year, our institutional partners have continued to provide information to be posted as course equivalencies and transfer pathways, and we are very pleased that, by the first week of April 2020, we had 268,110 course equivalencies and 1,997 transfer pathways. This is critically important—these are the resources that most directly serve students, and those who are supporting students, providing them with the information they require to make informed choices about their next steps. At the same time, we are ready for version 2.0 and anticipate new ways to reduce workload, improve efficiencies for our institutional partners, and ensure students have up-to-date information when they need it most. I hope it is clear from these examples that ONCAT has been thinking and working differently for some time.

Of course, what we have achieved and initiated would not have happened without the ongoing commitment of our colleagues across Ontario PSE. We also benefit from strong relationships with other sector organizations, whether they are the provincial networks of registrars, quality assurance bodies, Colleges Ontario, or the Council of Ontario Universities. Having the ability to pick up the phone to bounce around an idea or raise an issue has always been appreciated, and during this time, even more so. I also want to acknowledge the Government of Ontario and, specifically, the Ministry of Colleges and Universities, for their ongoing commitment to transfer and their funding support to ONCAT. As a former member of the Ontario Public Service, I can only imagine the unrelenting pressures on the Government during this pandemic (and for the years to come), but they have remained supportive and focused on keeping transfer a priority.

I would like to acknowledge our Board of Directors, including our Co-Chairs Ron Common, President of Sault College, and Deborah MacLatchy, President and Vice-Chancellor of Wilfrid Laurier University. Our Board, composed primarily of senior administrators from Ontario's colleges and universities, as well as transfer students, all have a great deal on their plates

and are facing their own unprecedented challenges. I am grateful for their unwavering commitment, leadership, and guidance.

We look forward to sharing our ambitious and focused Strategic Plan and working with our sector partners to make Ontario one of the best transfer systems in the world. And, as I write this message while we all continue to work from home, I look forward to the day when we can come together, sit side-by-side, and celebrate our accomplishments once again. Until then, stay safe.

Together with you,



Yvette Munro

Executive Director



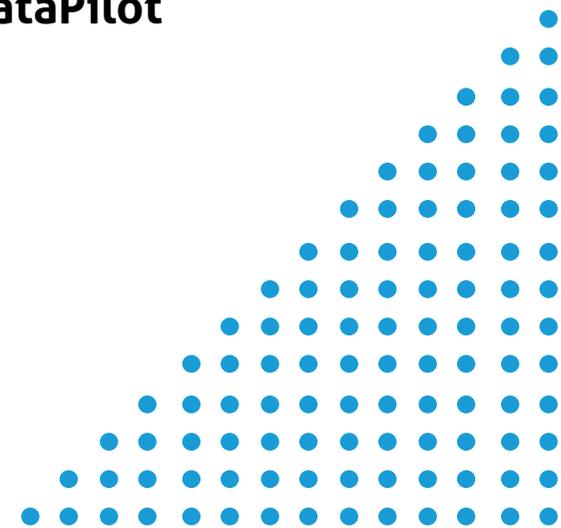
2019
a year in

2020
review



Transfer System Improvements

Through 2019–20, we reinforced the transfer system in Ontario through targeted, ONCAT-led funding as well as grants that are responsive to institutions and researchers. The following pages outline our funding streams, projects, and recipients.

- **Credit Transfer Projects, 2019–2020**
 - **MapIT: Institutional Process Mapping Project**
 - **Faculty Fellows Funding Stream**
 - **Transfer Pathways DataPilot**
- 

Credit Transfer Projects, 2019–2020

Every year, ONCAT funds projects that reduce barriers for students transferring between postsecondary institutions and ensure doors are open throughout their academic journey. We offer funding through the following granting streams:

1. Pathway Development Stream. ONCAT supports pathway development projects that provide meaningful and relevant transfer opportunities to students through increased collaboration between postsecondary institutions in Ontario. This stream creates formalized transfer pathways where they may not exist, but where there is clear interest and need expressed by students, and increases transfer pathways for underrepresented students.

Current **Pathway Development** projects are creating transfer opportunities in cybersecurity, allied health, and massage therapy/kinesiology, as well as pathways to undergraduate degrees for Francophone students, pathways to support fluency in Anishinaabemowin and Ojibwe languages, and pathways for Indigenous learners in remote communities to pursue undergraduate studies.

2. Seamless Transfer Stream. The Seamless Transfer funding stream supports projects that pilot and test highly integrated approaches to transfer in Ontario, and that have the potential to scale. These projects focus on policy/procedural changes and interventions that affect the credit transfer system as a whole. They represent an opportunity to support experimentation and innovations in credit transfer processes and to help identify realistic models that can be scaled province-wide.

Current **Seamless Transfer** projects are supporting program development across three Indigenous Institutes to be fully transferable, improving institutional processes and faculty assessment guides, reviewing current transferability of preparatory programs in northern institutions, and expanding wrap-around supports and inter-institutional pathway collaboration for Indigenous learners.

3. Research Stream. ONCAT supports research projects that advance knowledge and understanding of the current state of student mobility and credit transfer in Ontario. This stream generates knowledge that can directly inform policies, pathways, and institutional practices related to student mobility and transfer. Many projects create practical applications for developing stronger cultures of mobility within postsecondary institutions and contribute to a greater understanding of system-wide issues that impact mobility.

This year's **Requests for Proposals** focused on the following priority areas: labour market outcomes of transfer students, industry demand for pathways, transfer+online learning, transfer+apprenticeship, and transfer+industry-based professional development. In addition to the open funding calls, ONCAT has **Commissioned Data Projects** that contribute to the development of a strong evidence-base on student mobility and inform planning and system-wide improvements. In 2019, ONCAT also launched a **Research Ideas Portal** as a way for researchers to propose transfer research projects that address areas of transfer not covered by the current body of research. Applications to the **Research Ideas Portal** yielded projects on transfer and projects that addressed aspects of the RFP priority areas.

Current **Research** projects are investigating regional transfer student flows and labour market outcomes using Statistics Canada data (ELMLP); data-sharing feasibility across GTA school boards and PSE institutions; transfer opportunities for students in remand/incarcerated; credit transfer policies related to online learning programs; and how to fill other knowledge gaps.



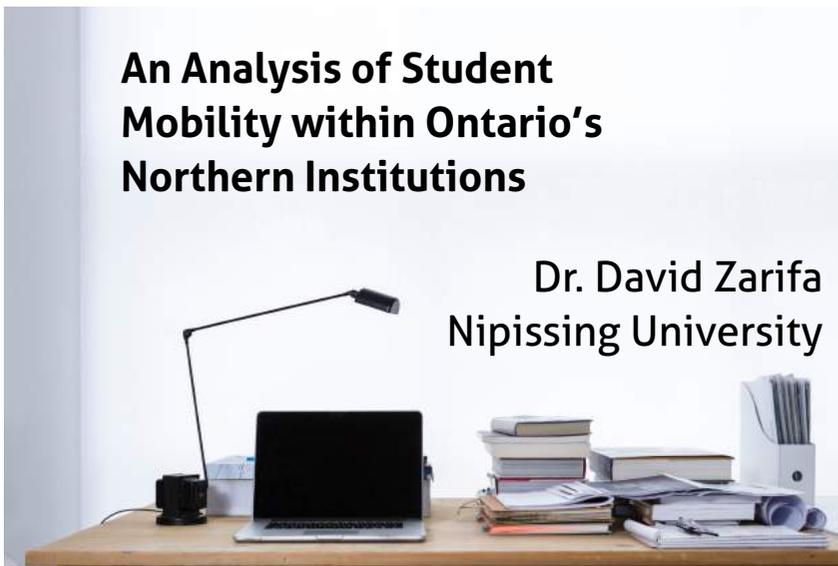
Spotlight on System-Level Research Projects

ONCAT is working with **Dr. Scott Davies** (University of Toronto), **Canada Research Chair in Data, Equity & Policy in Education**, to lead a data-sharing pilot project that will include GTA school boards, colleges, and universities. This dataset will allow for the analysis of student mobility achieved across this region. ONCAT is currently working with project partners to develop a project charter, along with the necessary technical infrastructure and security protocols to allow for secure data sharing. This project will serve as a proof of concept that will produce the infrastructure and trust for sector organizations to engage in larger-scale data-sharing.



An Analysis of Student Mobility within Ontario's Northern Institutions

Dr. David Zarifa
Nipissing University



Drawing on **Statistics Canada's Postsecondary Student Information System (PSIS)**, research from **Dr. David Zarifa** (Nipissing University) will provide new insights into the transfer patterns of students in **northern institutions**, as well as other regions in Ontario. It will investigate the overall magnitude of postsecondary transfer types (across institutions and regions) among Ontario colleges and universities, as well as the socio-demographic antecedents of the various types of postsecondary pathways. This includes transfer pathways that require students to relocate across regions (e.g., north/south) of Ontario.

To gain further insight into the complexity and intersectional nature of postsecondary access, as well as the outcomes of transfer students, it is critical to map the increasingly non-linear pathways from high school through postsecondary programs and to the labour force. For this project, data linkages will generate new knowledge on pathways, transitions, and outcomes among transfer students in Ontario, particularly related to student loan burden. This innovative data linkage plan involves linking numerous cohorts of **Toronto District School Board (TDSB)** students with datasets in **Statistics Canada's Education and Labour Market Longitudinal Platform (ELMLP)**, including the **Postsecondary Student Information System (PSIS)**, and **Canada Student Loans Program (CSLP)** data. These linkages make it possible to assess the effect of high school performance on the transitions and outcomes of transfer students. The findings from this project will help institutions create new practices, policies, and support for atypical students, particularly those who struggle to subsidize the cost of their schooling.

An Analysis of Student Loan Burden of Transfer Students in Ontario

Dr. David Walters
University of Guelph



Pathway Development Projects, 2019–2020

Applicants: 14 | Approved Projects: 10 | Amount Awarded: \$735,239

Cambrian College

Partners: Laurentian University, Lakehead University

Developing Northern Ontario Transfer Pathways for Massage Therapy and Kinesiology | **\$57,646**

University of Ottawa

Partners: Algonquin College, Carleton University, La Cité

Developing Pathways in the Area of Cybersecurity | **\$49,851**

Ontario Tech University

Partner: Georgian College

Expanding Pathways in Allied Health Sciences | **\$79,635**

Confederation College

Partners: Algoma University, Lakehead University, Laurentian University, Sault College, Trent University

Building Language Capacity Through Pathways in Anishinaabemowin | **\$99,605**

Oshki-Pimache-O-Win Education & Training Institute

Partners: Canadore College, Sault College, Saint Paul University

Expanding Pathways to Postsecondary for Nishnawbe Aski Nation and Other Learners in Community Wellness | **\$71,197**

Six Nations Polytechnic

Partners: N/A

Developing Pathways for Indigenous Language Revitalization in Ogwehoweh Languages | **\$99,690**

Six Nations Polytechnic

Partners: Mohawk College, IBM Canada

Expanding Postsecondary Pathways for SNP STEAM Academy Students | **\$94,740**

Laurentian University

Partners: Collège Boréal, La Cité

Developing Pathways from Police Foundations and Rehabilitation Techniques and Criminal Justice into Bachelor of Arts Programs in Criminology; Sociology; Equity, Diversity and Human Rights; Psychology | **\$92,400**

Laurentian University

Partners: Collège Boréal, La Cité

Developing Pathways from Occupational Therapy and Physiotherapy Assistant to Bachelor of Physical and Health Education and Bachelor of Science in Kinesiology | **\$63,525**

Laurentian University

Partner: La Cité

Developing Pathways from Tourism to Bachelor of Physical and Health Education-Outdoor Adventure Leadership | **\$26,950**

Seamless Transfer Projects, 2019–2020

Applicants: 5 | Approved Projects: 4 | Amount Awarded: \$317,253

First Nations Technical Institute

Partners: KenjgewinTeg Educational Institute,
Seven Generations Education Institute

Developing Transferable Entry Year Programming between
Indigenous Institutes | **\$130,900**

Lakehead University

Partners: Confederation College, Eabametoong First Nation,
Matawa Post-Secondary Education,
Northern Nishnawbe Education Council, Oshki-Pimache-O-Win,
Seven Generations Education Institute

Exploring the Transferability of Preparatory Programs in
Northwestern Ontario Postsecondary Institutions | **\$11,550**

Ryerson University

Partners: N/A

Modernizing Transfer Credit Policy, Guidelines and Procedures
at Ryerson | **\$82,163**

Lakehead University

Partners: Confederation College of Applied Arts and Technology,
Seven Generations Education Institute

Formalizing Transfer Student Supports for Indigenous Learners
(Phase 2) | **\$92,640**

Research Projects, 2019–2020

Research Request for Proposals | Applicants: 9 | Approved Projects: 4 | Amount Awarded: \$229,390

University of Ottawa | Dr. Ross Finnie

Exploring Schooling and Labour Market Outcomes of Ontario Students (Phase II) | **\$71,857**

University of Toronto | Dr. Elizabeth Dhuey

Recycling Higher Education: Exploring the Labour Market Returns to Multi-credentialism | **\$115,953**

Lakehead University

Partners: Confederation College of Applied Arts and Technology, Oshki-Pimache-O-Win Education & Training Institute, Seven Generations Education Institute

Exploring Indigenous Transfer Students Data Sharing Feasibility between Northwestern Ontario Institutions | **\$25,080**

Canadore College

Partners: N/A

Exploring Transferability of Indigenous Cultural Safety Training Programs within Ontario | **\$16,500**

Commissioned Research / Data Projects | Applicants: 4 | Approved Projects: 4 | Amount Awarded: \$429,655

University of Toronto | Dr. Scott Davies

Multi-institution Transfer Student Dataset Pilot | **\$133,000**

Dr. Scott Davies (University of Toronto)

An Analysis of Transfer Outcomes: TDSB-UofT Dataset | **\$10,500**

Nipissing University | Dr. David Zarifa

An Analysis of Student Mobility within Ontario's Northern Institutions | **\$109,107**

University of Guelph | Dr. David Walters

An Analysis of Student Loan Burden of Transfer Students in Ontario | **\$144,048** (Guelph) | **\$33,000** (Dr. David Walters)

Research Ideas Portal | Applicants: 6 | Approved Projects: 5 | Amount Awarded: \$231,881

York University | Dr. Paul Anisef

Partner: McMaster University

Student Transfer Processes and Labour Market Outcomes: A Life Course Analysis of the Class of '73 | **\$45,100**

Ryerson University | Dr. Ojelanki Ngwenyama

Analysis of North American Institutional Policies for Credit Transfers from Online Learning Programs | **\$109,790**

Seneca College of Applied Arts and Technology | Dr. Ursula McCloy

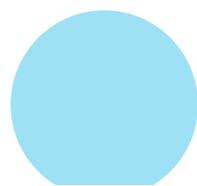
Mobility Trends in Ontario: The Experience of Students Transferring into and out of Ontario Colleges | **\$29,892**

University of Toronto | Dr. Xavier St. Denis

Non-conventional and Transfer Pathways in Postsecondary Education: Statistical Portrait and Evaluation of Labour Market Outcomes | **\$32,099**

Dr. Ardavan Eizadirad (Wilfrid Laurier University)

The Credit Transfer Experience of the Remand Population in Ontario | **\$15,000**





MapIT

Institutional
Process
Mapping



MapIT: The Postsecondary Institutional Transfer Process Mapping Project

ONCAT aims to improve transfer processes so that they may be more responsive to and transparent for students, lessen the burden of transfer process navigation, and improve efficiency and workflow of transfer credit assessment for institutions. To that end, ONCAT selected 10 postsecondary institutions to participate in the **MapIT Project** to examine the known and the 'behind the scenes' workflow steps by institutions when they receive a transfer application, either directly or through OCAS/OUAC.

Through process improvement sessions, ONCAT has awarded \$10,000 each to **Cambrian College, University of Waterloo, Conestoga College, Laurentian University, Brock University, Algonquin College, Université de Hearst, George Brown College, Queen's University, and First Nations Technical Institute** to develop comprehensive workflow documentation of the entire transfer application, assessment, registration, and advisory process. By working through a consortium approach, and with HESA as a consultant, ONCAT will conduct a gap analysis, develop a deeper understanding of the transfer process from both student and institutional perspectives, develop recommendations, and support institutions to improve future processes.

Institutions also receive additional funding support from the **Ministry of Colleges and Universities (MCU)** through the **Credit Transfer Institutional Grant**, and this project will inform institutions, the sector, and MCU on how processes can be improved to support seamless and fairer transfer credit recognition.

Faculty Fellows Funding Stream

ONCAT's Faculty Fellows program supports faculty members with a track record of championing students and pathways in postsecondary education to increase institutional knowledge about transfer-related data and transfer student experience in their faculty, department, or institution; improve academic processes related to evaluating transfer credits and working with transfer students; and/or share emerging models of successful student mobility initiatives. In the last fiscal, we approved one Faculty Fellows project from a pool of two applications.

Université de Hearst

Integrated Procedures to Improve the Conditions for Success of Transfer Students | **\$10,000**

Transfer Pathways DataPilot



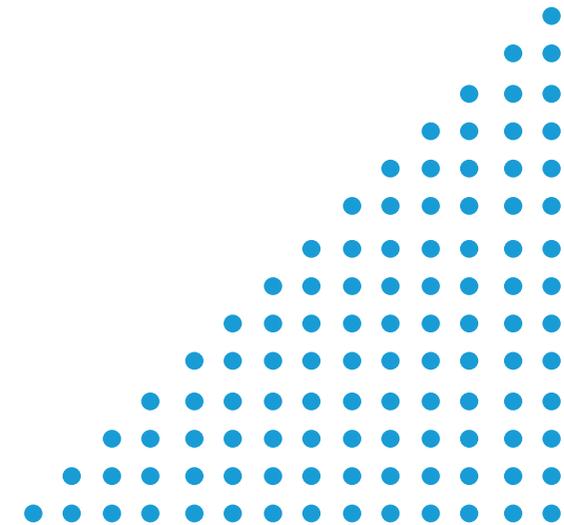
In early 2020, ONCAT launched a call for publicly assisted colleges, universities, and Indigenous Institutes in Ontario to participate in a **pilot to assess transfer student profiles** including **student uptake of transfer pathways**, along with characteristics and outcomes. Institutions that participate will receive funding to support **in-house data clean-up, linkage, and analysis** focused specifically on transfer students. Funding will range **up to \$50,000** for each participant, depending on the scope of work and level of reporting agreed upon. Institutions selected will also participate in meetings to share approaches, learning, and recommendations.



Sector Engagement

Over the past fiscal year, ONCAT engaged a wide variety of sector partners, including transfer students and transfer advisors, faculty members, administrators, and institutional leaders, in order to develop and share subject matter expertise about transfer. Our sector engagement activities can be broken down into the following broad categories:

- **Engaging Students**
- **Engaging Transfer Advisors**
- **Relationships and Partnerships**
- **National and International Scope**



Engaging Students

ONCAT engages students in new and ongoing ways to ensure transfer student experiences are directly informing transfer system improvements. This year, ONCAT met with staff from the **Ontario Undergraduate Student Alliance**, the **College Student Alliance**, and the **Canadian Federation of Students** to update them on strategic priorities around transfer. We also engaged students through two important initiatives:

1. Transfer Student Action Fund (TSAF). ONCAT is now offering funding to support projects developed **by** transfer students **for** transfer students. These projects can include:

- **Community-building** activities that help transfer students feel more connected and supported in their postsecondary journey.
- **Tools and resources** that support transfer students during and after the transfer process.
- **Awareness-raising** activities that bring attention to transfer student experiences.

2. Student Transfer Expert Panel (STEP). STEP members are current students or recent graduates that have transferred at least once in their academic journey in Ontario. As representatives of the community ONCAT serves, STEP members provide valuable feedback on ONCAT activities, including ONTransfer.ca, research initiatives, committees, governance, and projects. Our STEP members also served on our granting review committee for our most recent round of Project RFPs.

For both the TSAF and STEP, proposals and applications are accepted on an ongoing basis.



Engaging Transfer Advisors

The Transfer Advisory Group (TAG)

Transfer advisors, at both sending and receiving institutions, are often students' first official point of information when making decisions about transfer.

To engage transfer advisors directly, ONCAT works with the **Transfer Advisory Group (TAG)**. TAG's role is to establish and support a community of transfer advisors across Ontario to address transfer issues that may impact students through sharing promising practices across institutions; building capacity among advisors and those working directly with students; and using data to inform effective practices.

Launched in 2018 on Facebook Workplace, TAG also manages an **online communications hub** where advisors can connect easily with other members, share resources, and update information.

Heads of Transfer Advising (HOTA)

This past fiscal year, ONCAT designed a natural evolution of the TAG Mentor program. Members of **HOTA**, or **Heads of Transfer Advising**, assist ONCAT with building the capacity and efficacy of transfer advising, both across the system and at institutions. Members have significant senior leadership experience in transfer at their institutions and serve as key communication vehicles to disseminate ONCAT's pivotal work on transfer research and policy.

More specifically, members have expertise in the hiring and training of staff, developing and implementing policy around articulation and pathway development, ONTransfer.ca requirements, and key working knowledge of contemporary transfer advising practices.

Relationships and Partnerships

To inform the development of ONCAT's **Strategic Plan**, ONCAT met with numerous representatives from postsecondary institutions. Meeting with **VPAs, Presidents, Registrars**, and other decision-makers offers key insights into how specific institutions handle transfer student enrollment, participate in ONCAT projects and committees, and engage with ONTransfer.ca.

ONCAT also supports many events focused on new pathways. Regular updates have been shared with our networks and associations, such as the **Committee of Registrars, Admissions and Liaison Officers of Ontario**, and the **Ontario University Registrars Association**. ONCAT has also received special invitations to present at important events and conferences, including the **Colleges Ontario VPS Conference, Colleges Ontario Recruiters' Professional Development Day, Ontario School Counsellors' Association**, and the **International Association of Admissions Organizations**.

ONCAT participated in the **Digital Learning Review** led by **HEQCO**, and some of the recommendations have made their way into **HEQCO's** report, released in early 2020. ONCAT also served as member of the **Council of Ontario Universities' Learning Outcomes Symposium Planning Committee**.



Northern Ontario Pathways Steering Committee

The Northern Ontario Pathways Steering Committee (NOSC) supports the continuation of an integrated strategy to create student pathways and enhance institutional collaboration among northern institutions in Ontario. All six colleges and four universities from the North are represented on the committee.

In March 2020, ONCAT celebrated the signing of the Northern Business Fundamentals Co-Registration Initiative MOU at Algoma University. The MOU involves **Algoma University, Laurentian University, Lakehead University, Nipissing University, Cambrian College, Canadore College, Collège Boréal, Confederation College, Northern College, and Sault College.**



Put simply, this new MOU will allow a student to graduate with a university degree in select disciplines while simultaneously earning a one-year college certificate in Business Fundamentals.

“The **Business Fundamentals Co-Registration Initiative** is a great example of a ‘made-in-Ontario’ plan to help more students get the top-notch education they need to graduate and find a rewarding career in an in-demand field. I’d like to congratulate ONCAT and all northern colleges and universities. This is a great example of what we can achieve when we work together.”

— Hon. Ross Romano, Minister of Colleges and Universities

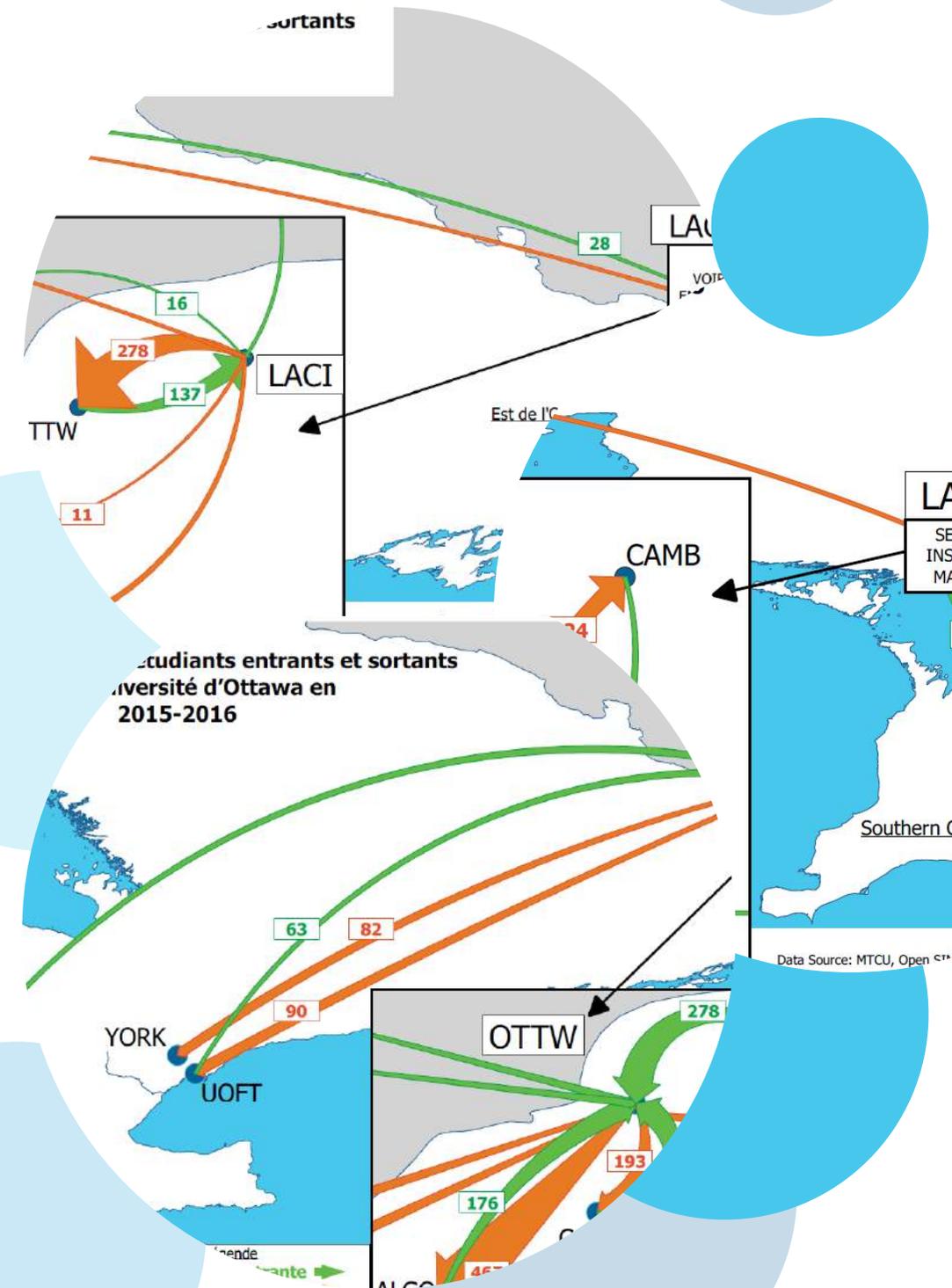


The Francophone and Bilingual Steering Committee

Members of this committee work together to promote an exchange of best practices between Francophone and bilingual institutions, to target and reduce barriers to Francophone student mobility, and to recommend new articulation and pathway models between institutions and other Francophone or bilingual partners.

Members include **Collège Boréal**, **Collège universitaire dominicain**, **Collège universitaire Glendon**, **Collège La Cité**, **Université de Hearst**, **Université Laurentienne**, **Université d'Ottawa**, **Université Saint-Paul**, and **Université de Sudbury**.

The committee recently convened to engage partners in data projects and process mapping initiatives.



Engaging Indigenous Institutes

To ensure Indigenous Institutes are central in transfer system transformation in Ontario, ONCAT convened colleagues from **Six Nations Polytechnic, First Nations Technical Institute, Seven Generations Education Institute, Kenjgewin Teg, Oshki-Wenjack, Iohahi:io Akwesasne Education and Training Institute, the Indigenous Advanced Education and Skills Council, the Ministry of Colleges and Universities, and the Mastercard Foundation** in February 2020 for a transfer systems planning session.

Over the course of the planning session, insights for how ONCAT can continue to strengthen transfer pathways with Indigenous Institutes emerged. These include bringing Indigenous Institutes, colleges, and universities together as equal partners in designing transfer processes that benefit students and supporting transfer processes for Indigenous Institute students to ensure their credits/credentials are being recognized during the transfer process.

Moving forward, ONCAT will continue to build on its partnerships with Indigenous Institutes, and this is an ongoing process. We are committed to designing funding, research, sector engagement, and student-facing information that supports the continued engagement of Indigenous Institutes in transfer system transformation.



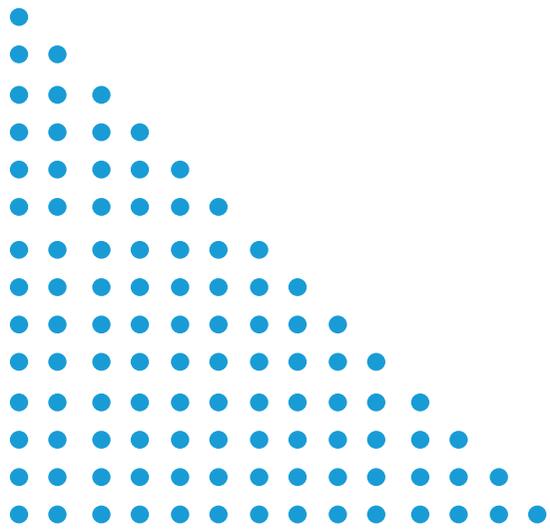
National and International Scope

- ONCAT continues to support the **Pan-Canadian Consortium on Admission and Transfer**, serving as the Consortium's Secretary and Treasurer and playing a leadership role in organizing the Annual General Meeting, serving on the PCCAT Conference Committee, and reviewing the Consortium's By-Laws and membership structure.
- ONCAT has become involved with **CATCan**, a new network representing the provincial governmental or their independent transfer system-focused organization. The network includes British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, New Brunswick, and Nova Scotia.
- ONCAT served as a proposal reviewer for the **National Institute for Study of Transfer Students Annual Conference**. ONCAT also presented on "**Supporting Student Mobility by Engaging System Partners & Faculty**" at the conference.
- ONCAT attended the **30th Anniversary and Annual Gathering of the British Columbia Council on Admissions and Transfer**.
- The **ARUCC Groningen Initiative** is creating a framework to improve international mobility, promoting worldwide education and economic development through the secure electronic exchange of postsecondary student information. ONCAT, as both a signatory to the project and a funder of ARUCC research, continues to support this initiative.
- In February 2020, ONCAT had the unique opportunity to welcome a nine-person team from **Hong Kong Polytechnic University** as part of their project to create a student-centered online support system for Hong Kong. The team had an opportunity to learn from staff members and transfer students from **George Brown College, Humber College, Ryerson University, Seneca College, and York University**.

ONTransfer.ca

ONTransfer.ca provides a user-friendly platform for students to investigate their transfer options and receive support on their academic journey. With data from Ontario's Indigenous Institutes and all of the province's 45 public colleges and universities, **ONTransfer.ca** is continuously being updated with relevant, up-to-date information. Here's how we made improvements over the past year.

- **ONTransfer.ca Website Improvements**
- **Analytics and Growth**
- **Data Enhancement Project**



ONTransfer.ca Website Improvements

In 2019, we took a design-savvy, user-centric approach to **ONTransfer.ca**. Drawing from previous audits and stakeholder consultations, we made several sensible layout and design improvements to the existing ONTransfer.ca website as one step in a larger design project. These changes have meant an improved browsing experience from a student-user perspective; simpler navigation pathways; shorter copy using more student-friendly language; and improved user experience on mobile devices. These changes were publicized via social media, newsletters, and an on-site video guide that walked users through the new features.



Analytics and Growth

Overall, there were **195,026 users** of ONTransfer.ca, as well as **276,785 session visits** from **April 1, 2019**, to **March 31, 2020**: increases of 3.6% and 0.68%, respectively, from the year before. This also includes a significant drop-off of traffic in late February and March while social distancing efforts and closures came into effect across Ontario due to COVID-19. From April 2019 to December 2019, ONTransfer's user traffic had increased by nearly **8%**.

Comparing April 2020 and April 2019, there has been a **22.8% increase in course equivalencies** (accounting for all institutions) and a **3.2% increase in the number of pathways**.

Data Enhancement Project

ONTransfer.ca Data Enhancement Project Team: In this past fiscal year, ONCAT formed a new team to review ONTransfer.ca data, address gaps, and work more closely with all institutions to ensure information posted on the website is comprehensive. This includes a targeted campaign to re-engage institutions that have not submitted information on a regular basis or have not posted course equivalency information.

Transfer and Technology Director: As our new Transfer and Technology Director, **Andrew Wilson** will provide senior leadership on the redevelopment, relaunch, and continuous improvement of ONTransfer.ca and support enhanced capacity and process efficiencies across Ontario's postsecondary education institutions related to transfer and student mobility. The Transfer and Technology Director, while involved with the current Data Enhancement project, will lead the development of the ONTransfer.ca 2.0 strategy and plan, and launch a new and improved version of ONTransfer.ca by 2023.



Andrew Wilson

Transfer and Technology
Director



Melinda Cheng

Research Data
Analyst



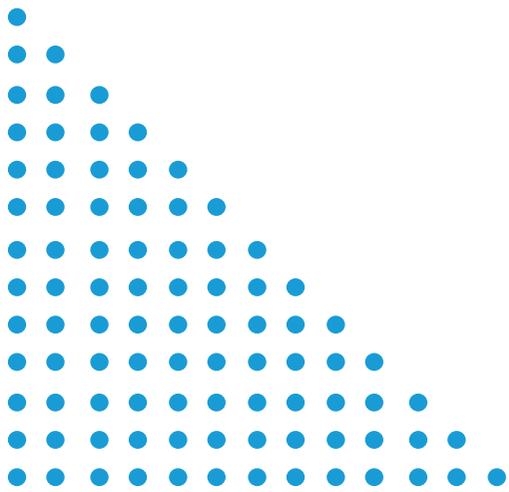
Lena Balata

Data Enhancement
Project Lead:
ONTransfer.ca

Inside ONCAT

ONCAT is powered by a diverse team of staff members and external stakeholders with a wide range of skills, experiences, and talents. The following pages describe how ONCAT grew and adapted internally throughout a productive 2019–20 fiscal year.

- **Supporting Student Mobility During COVID-19**
- **Board Co-Chair Changes**
- **First Round of Summer Interns**
- **Strategic Plan, 2020–23**



Supporting Student Mobility During COVID-19

Since mid-March 2020, the ONCAT office has been closed temporarily in response to COVID-19 and directives from public health agencies and provincial directives. During the pandemic, ONCAT staff moved to a remote work model to fulfill all normal services to create strong academic pathways and reduce barriers for students in Ontario.

The Ontario Council on Articulation and Transfer acknowledges the tremendous efforts made by Ontario's colleges, universities, and Indigenous Institutes as they respond to the needs of current and incoming students during this particularly challenging time. We are encouraged by the flexibility and compassion demonstrated by all our sector partners and inspired by the collective efforts being made to support student success and course and credential completion.

ONCAT has worked with sector partners to develop a sector-wide query to gather institutional academic policies, and their changes as a result of COVID-19, that may impact transfer admissions and/or assessment. The sharing of this information will support institutions working directly with incoming and prospective transfer students and provide clarity to institutions with existing transfer pathways.

As we would expect, we are seeing the effects of the pandemic on active grants and new projects. With all our active and new projects, we are being flexible and understanding, offering adjustments to reporting and activity timelines where needed.

Board Co-Chair Changes

In 2019–20, ONCAT was thrilled to welcome Ron Common, President of Sault College, as one of our two Board Co-Chairs. We also sent a fond farewell—and many thanks—to outgoing Board Co-Chair Cheryl Jensen, former President and CEO of Algonquin College, who showed extraordinary leadership throughout her service to our organization.

Incoming



Ron Common

President,
Sault College

Outgoing



Cheryl Jensen

Former President and CEO,
Algonquin College

First Round of Summer Interns

In the summer of 2019, ONCAT had the pleasure of bringing on three student interns to support Co-op and Placement requirements for their programs for the first time in our history. We were excited to work alongside Aidan Hayes, a Policy Analyst Intern from Ryerson University; Grigorii Kniazev, a Research Analyst Intern from Humber College; and Danielle Wong, a Digital Marketing and Content Specialist Intern from George Brown College.



Upcoming Strategic Plan, 2020–23

In 2019–20, ONCAT developed a new **Strategic Plan** in consultation with the sector, key industry partners, the ONCAT Board, and with the Ministry of Colleges and Universities.

This Strategic Plan will guide ONCAT in addressing gaps and opportunities identified to advance the maturity of the credit transfer system. As we move toward implementing our Strategic Plan for the upcoming three-year period—from **2020–21 to 2022–23**—the organization is building capacity both internally and throughout the postsecondary education sector in order to pivot towards new and renewed priorities.

As always, we continue to build and deliver on a focused mandate that creates opportunities for and meets the needs of Ontario’s transfer students.



Strategic Priorities, 2020–2023

Priority 1: Targeted and in-demand pathways for students

With our understanding of transfer behaviour, trends, and the emerging needs and interests of students, we support the development of efficient and effective transfer pathways between institutions and across systems. These provide clearly articulated options that support student access to postsecondary education, laddering of credentials, opportunities for re-training, and the development of new skills.

Priority 2: Transparent, consistent, and seamless transfer credit processes

ONCAT strives to ensure Ontario has a leading transfer-receptive PSE system. Students should be able to navigate the transfer process with relative ease—and should receive maximum credit recognition for commensurate academic credits. We work to ease the burden of transfer administration on institutions, provide consistent information, and improve student experience at all stages of their transfer journey.

Priority 3: Robust, reflective governance and operational capacities

As the intermediary provincial organization responsible for building a strong transfer system in Ontario, ONCAT has the potential to achieve more than what the Government can do alone, develop and share subject matter expertise about transfer, and engage education sector partners to work collaboratively. ONCAT should be reflective, establish accountabilities, and facilitate improvement to ensure our operational capacities are aligned.

Board of Directors

Board Chairs

- Deb MacLatchy, President and Vice-Chancellor, Wilfrid Laurier University
- Ron Common, President, Sault College

Board Members

- Caitlin Smith, George Brown College, College Student Representative
- Christine Bradaric-Baus, Vice-President Academic, Canadian Memorial Chiropractic College, External Representative
- Elaine Popp, Vice-President Academic, Durham College
- Kathryn Kettle, University Student Representative
- Lyne Michaud, Vice President Academic Affairs, Collège Boréal
- Pierre Riopel, External Representative
- Serge Demers, Interim Vice-President, Academic and Provost, Laurentian University
- Susan McCahan, Vice-Provost, Innovations in Undergraduate Education, University of Toronto
- vacant, College/University Graduate Representative

Ex-Officio Members of the Board

- David Fulford, Vice-President Research, Colleges Ontario
- David Porter, Former CEO, eCampusOntario
- Eva Busza, Vice-President, Policy and Sector Collaboration, Council of Ontario Universities
- Heather Lane, Executive Director, Ontario Universities' Application Centre
- Karen Creditor, Chief Executive Officer, Ontario College Application Service
- Yvette Munro, Executive Director, ONCAT

ONCAT Team



Yvette Munro
Executive Director



Shauna Love
Operations Director



Andrew Wilson
Transfer and Technology
Director



**Peter Ssekiziyivu
Desera**
Finance Manager



**Inna
Yerosyan**
Coordinator:
Grants and Projects



Melinda Cheng
Research Data
Analyst



Spencer Gordon
Communications
Specialist



Lena Balata
Data Enhancement
Project Lead:
ONTransfer.ca



Sarah Fuchs
Senior Policy
Analyst



Natalie Isber
Project Manager



**Roger Pizarro
Milian**
Senior Researcher



Carolyn Poplak
Sector Engagement
Manager



Ana Skinner
Manager, Funding
Programs



Amy Oziel
Operations
Coordinator



Rod Missaghian
Researcher



Jane Waldner
Office and Meeting
Coordinator

Our Partners

ONCAT partners with all 45 of Ontario's public colleges and universities:



Our Partners

We also work closely with:

- Indigenous Institutes;
- Students;
- The Government of Ontario, Ministry of Colleges and Universities;
- Sector organizations like Higher Education Quality Council of Ontario (HEQCO) and eCampusOntario;
- Representative bodies like the Council of Ontario Universities (COU), Colleges Ontario (CO), the Canadian Federation of Students-Ontario (CFS-ON), the Ontario Undergraduate Student Alliance (OUSA), and the College Student Alliance (CSA).

ONCAT is partnered nationally through the **Pan-Canadian Consortium on Admissions & Transfer (PCCAT)** and the provincial councils:



Finances

Our audited financial statements, which comprise the statement of financial position as of March 31, 2019, the statements of operations and changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, can be found at:

<https://oncat.ca/en/about-us>



2019
annual

2020
report

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