



PROGRESS WITH

**STRATEGIC
PURPOSE**

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Introduction



The Speed River in Guelph, Ontario, Canada.

Land Acknowledgement

OCAS is based in Guelph, Ontario, which is situated on land steeped in rich Indigenous history. As a community, we have a responsibility for the stewardship of the land on which we live and work.

Today, we acknowledge the historic Mississaugas of the Credit, the First Nation people of this territory. It is also recognized that the Anishinaabe and Haudenosaunee peoples have unique, longstanding, and ongoing relationships with the land and each other and that the Attawandaron people are part of the archaeological record.

As OCAS is a hybrid workforce composed of settlers, immigrants, and those with Indigenous ancestry located across the province, we acknowledge that there are [46 treaties and other agreements](#) that cover the territory now called Ontario. We are thankful to be able to work and live in these territories and offer our gratitude to all those who have cared for these lands since time immemorial.

Message from the President and CEO

As President and CEO of OCAS, it is an honour to present the OCAS Annual Report for 2025-26. This year's "Progress with Purpose" theme reflects the intentional choices, focused priorities, and partner-informed work that guided us through a year of transition and helped shape our path forward.

In May 2025, the OCAS Board of Directors sharpened our mandate, directing greater focus on the domestic application. That direction shaped the goals and outcomes of our work through 2025-26, and laid the groundwork for *Connecting Potential*, our 2026-30 strategic plan. Together, these give us a clear framework for the years ahead: one that keeps partner value, applicant experience, collaboration, accountability, and future readiness at the centre of our decisions.

With the Board's direction to prioritize the domestic application, we made tangible progress across our strategic priorities this year. We improved the applicant journey through a refreshed Ontario Colleges website, application enhancements, and expanded Contact Centre and Help Centre support. We strengthened partner value through better data and insight, including new Power BI reporting. We also modernized our technology foundation through major platform and reporting migrations, while deepening collaboration through new structures such as the Domestic Priority Alignment Committee (DPAC), helping ensure partner perspectives continue to shape what comes next.

We know there is important work ahead of us. As we advance our strategic plan, our focus turns to modernizing the college application experience from the ground up, informed by feedback from partners and applicants. We remain committed to listening, learning, and sharing our progress openly as this work develops.

The progress highlighted in this report reflects the hard work, dedication, and care of the OCAS team throughout a year of transition and focused change. Thank you for your continued commitment to our partners, applicants, and one another.

I want to thank our Board and our college and polytechnic partners for their guidance, collaboration, and trust. Your input continues to inform our direction and strengthen the value we deliver across the system.

Shannon Lipskie
President and CEO, OCAS



A handwritten signature in black ink that reads "Shannon Lipskie".

Message from the Board Chair

It is a privilege to serve as Chair of the OCAS Board of Directors and to share this message as part of the 2025-26 Annual Report. This year was an important period of focus, transition, and renewal for OCAS and for the Ontario college system it supports.

From the Board's perspective, this was a year of conscientious stewardship. As colleges and polytechnics continued to manage significant operational, financial, and enrolment pressures, we considered how OCAS can best serve the system with steadiness, discipline, and purpose.

That work informed an important decision to bring greater clarity to OCAS's mandate, with the domestic college application at its core. For the Board, this direction supports stronger execution, improved accountability, and greater value for applicants and colleges. The Board also contributed to the development of *Connecting Potential*, OCAS's 2026-30 strategic plan, helping to ensure it provides a strong framework for the years ahead.

The progress highlighted in this report reflects an organization moving with purpose and resolve. OCAS has continued to strengthen the services, systems, and relationships that support its core role in the sector, while preparing for the longer-term transformation ahead.

The Board also recognizes the leadership of Shannon Lipskie and the dedication of the OCAS team throughout this period of meaningful change. Their work has helped keep OCAS focused, responsive, and ready to build on this momentum.

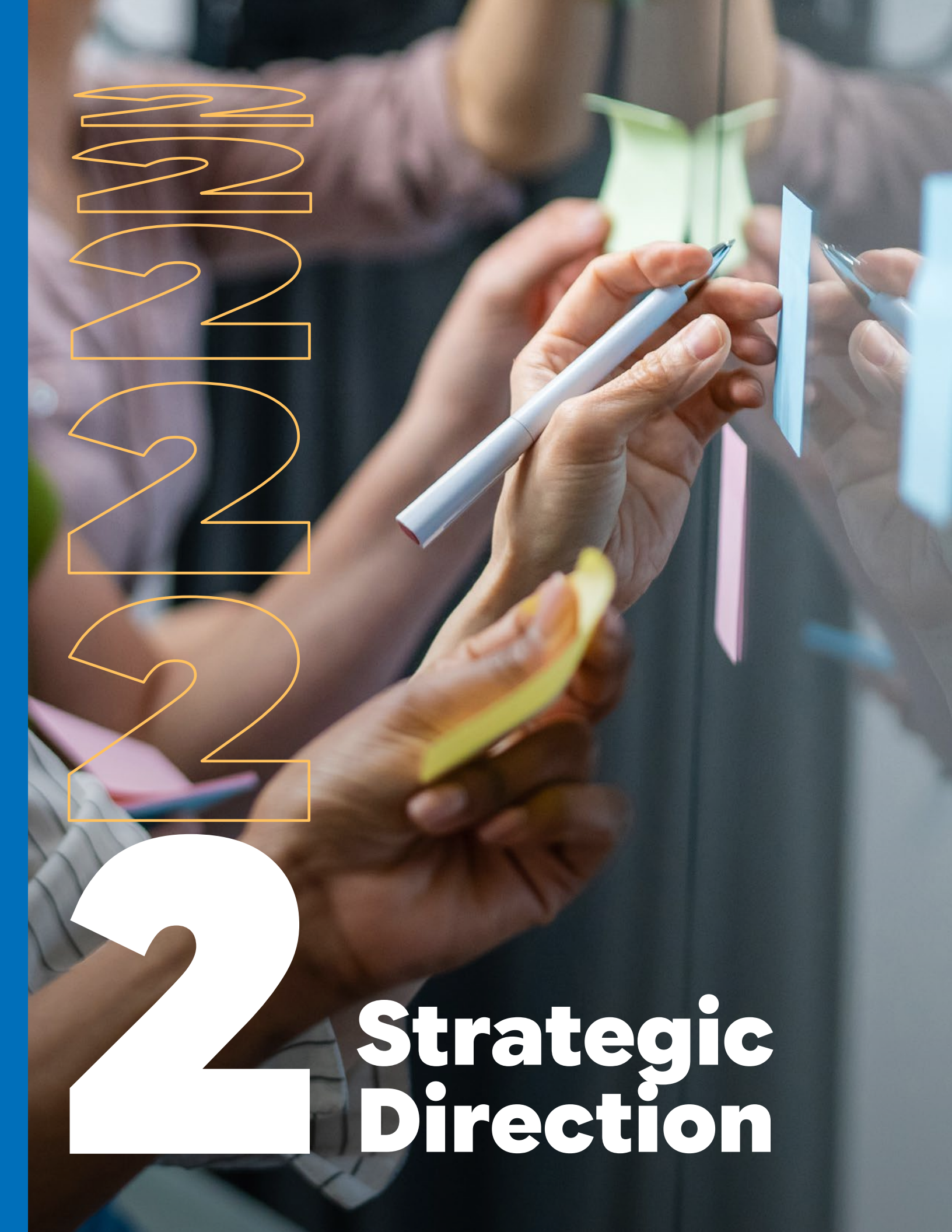
As OCAS advances its strategic plan and continues modernizing the college application experience, we remain committed to supporting this work. We are confident in OCAS's path forward and its ability to deliver value to Ontario's colleges and polytechnics.

Claude Brulé

Board Chair, OCAS

President and CEO, Algonquin College



The background of the slide features a close-up, slightly blurred photograph of several hands. These hands are holding various colored sticky notes (yellow, green, blue, pink) and white markers, suggesting a collaborative brainstorming or planning session. The overall tone is professional and creative.

2022

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**Strategic
Direction**

In 2025-26, OCAS entered an important period of transition. Guided by a new mandate from our Board, we began aligning near-term priorities with a longer-term strategy focused on delivering more responsive, connected, and future-ready services for Ontario's public colleges and polytechnics. This work reflected a year of renewal and disciplined focus, as we responded to immediate system needs while developing a long-term direction for OCAS.

A Year of Transition and Focus

In May 2025, OCAS's Board of Directors provided our organization with a new mandate to increase our focus on our Domestic Application Service. This mandate reinforced the need to reduce friction, improve access to information, and strengthen the experiences we provide for partners and applicants. It also highlighted the importance of listening to partner needs and acting on opportunities that support both applicants and college teams.

To support this direction, we began a strategic plan refresh in August 2025 with StrategyCorp, a consulting firm with deep experience in strategy development and the post-secondary sector. This process helped translate the Board's mandate into a broader strategic path, define the priorities that would guide our work, and lay the foundation for what would become a new strategic plan.

Alongside this work, we underwent an operating model review to better understand how we could improve the way we plan, collaborate, make decisions, and deliver services. The review looked across our organizational structure, ways of working, service delivery, technology, governance, and people capabilities, while also considering the external expectations influencing our role as a service partner. The recommendations from the review will help us build more consistent, coordinated, and accountable ways of working in support of better services and stronger system-wide outcomes.

Introducing *Connecting Potential*

Our strategy refresh concluded in February 2026 with the release of our [2026-30 strategic plan, *Connecting Potential*](#). The plan reflects a clear, shared ambition for OCAS and captures our role as the central hub for connecting applicants, colleges, and sector partners.

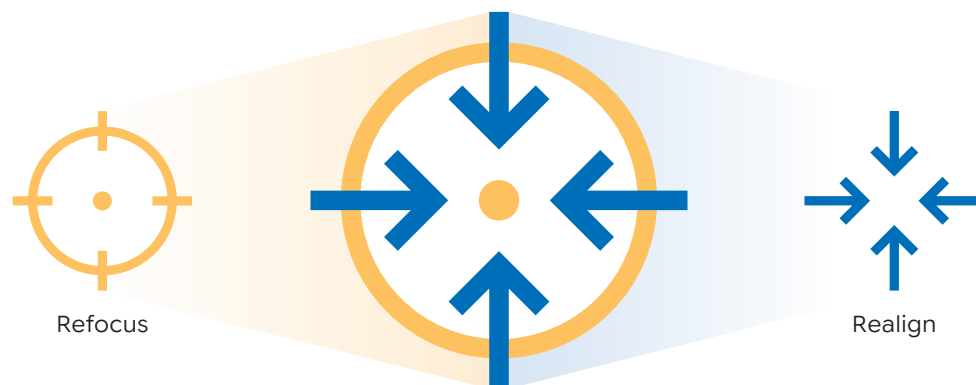
The launch of *Connecting Potential* was an important moment for both OCAS and the broader college system. For partners, the plan helped make our direction more visible and easier to understand, showing not only what we're working toward, but why specific initiatives matter to applicants, colleges, and the



application process. It also strengthened the connection between OCAS and our partners by reinforcing our role as a collaborative system partner, beyond the delivery of our services alone.

We introduced the plan in ways that helped employees and partners understand the strategy, see how their work connects to it, and recognize how OCAS's priorities would support better experiences, stronger partnerships, and long-term system value over the next four years. With *Connecting Potential* in place, we had a clearer framework for decision-making, investment, and measuring progress, while reinforcing the need to concentrate our near-term efforts on practical improvements in service delivery, partner relationships, and system impact.

Creating Clarity for the Year Ahead

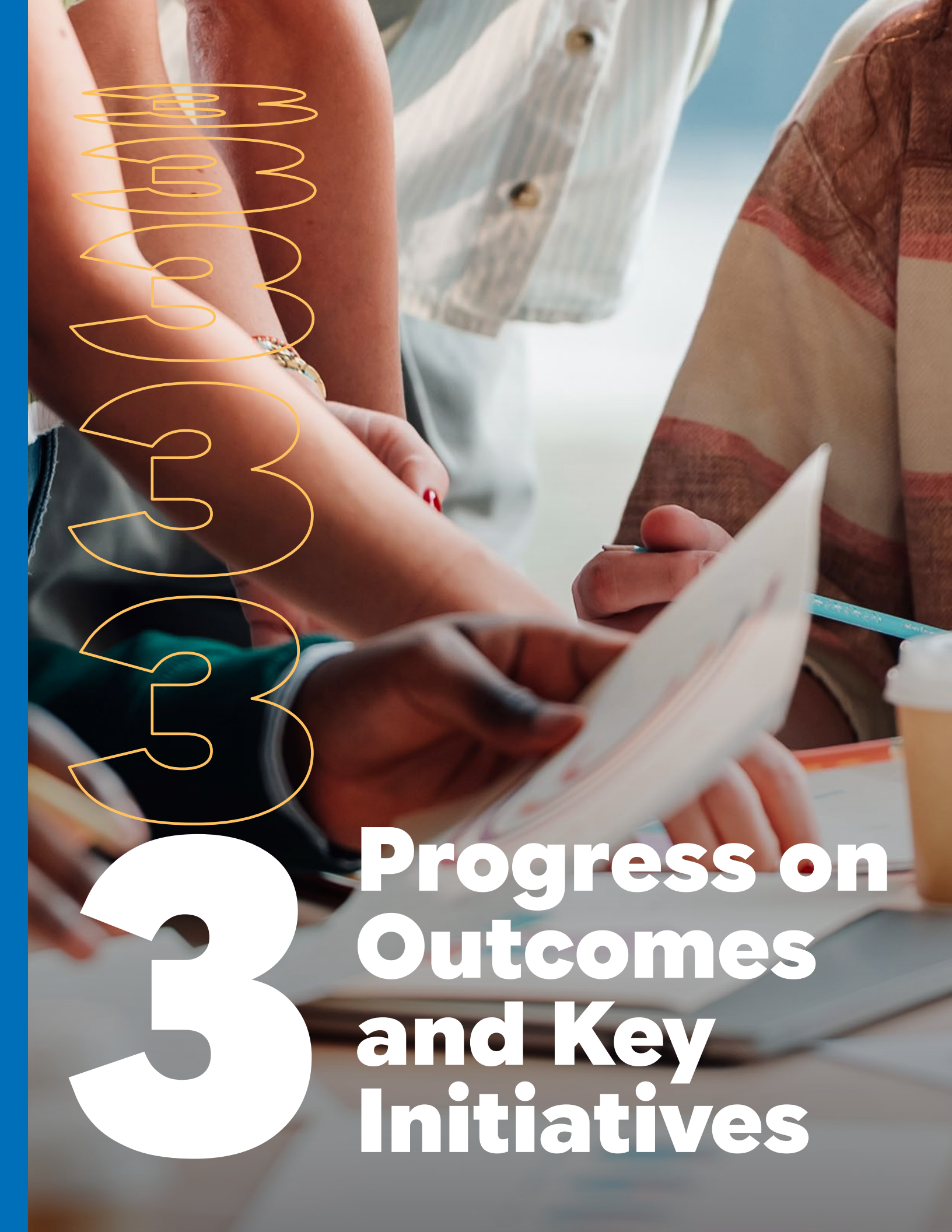


As our longer-term strategy became more defined, we also established a shared way to prioritize near-term work. In September 2025, we introduced two organizational goals, **Refocus** and **Realign**, to help guide decisions, align effort, and provide direction during a period of transition and renewal.

🎯 **Refocus** directed more of our attention, capacity, and resources toward the Domestic Application Service.

🔧 **Realign** centred our work on building partner confidence in our delivery.

These goals gave our organization a common reference point for action, helping teams prioritize work, align decisions, and stay focused on the most important outcomes for applicants, partners, and the college sector. Over the year, that focus supported meaningful progress across our services, relationships, systems, and ways of working.



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Progress on Outcomes and Key Initiatives

With our plans for 2025-26 set, we began advancing work through two connected but distinct streams: completing our Refocus and Realign goals and delivering key initiatives to support applicant experience, data-informed insight, and continued responsiveness to partner needs.

Refocus and Realign Goals

Our Refocus and Realign goals were each supported by three strategic outcomes, creating six areas of work that guided our organizational goals program.



Refocus: Service Review and Resource Allocation

Outcome: OCAS's services are redefined and endorsed by the Board, with a 20 percent increase in employee time and financial resources dedicated to domestic priorities over FY2025 levels.

Aligning resources with our renewed mandate was an important first step in sharpening our focus on the Domestic Application Service. To support this shift, we reviewed how services are delivered, organized, and resourced across the organization to create a clearer connection between our priorities, our capacity, and the financial investments needed to deliver meaningful progress.

The result was a significant reallocation of organizational effort and financial investment toward Domestic Application Service priorities. Compared to FY2025, employee capacity dedicated to domestic priorities increased by 38 percent, exceeding the 20 percent target. Financial resources allocated to domestic services also increased by 16 percent in FY2026, reflecting a deliberate shift in investment toward our renewed domestic focus.

This greater visibility into how resources are used across the organization will help inform future operating model decisions and improve financial transparency. With capacity and investment more closely aligned to domestic priorities, OCAS is better positioned to advance modernization, respond to applicant and partner needs, and support the long-term sustainability of the Domestic Application Service.

Aligning effort with priorities

Our resource shift reflected deliberate choices about where people, funding, and planning effort were focused, helping concentrate capacity on the work most closely connected to applicant and partner value.



Refocus: System and Data Reliability

Outcome: We have established strong foundations in software practices and the technology modernization program to be a trusted source of reliable partner value.

In FY2026, we focused on reducing technical risk, improving maintainability, and maturing the practices that help us deliver system and reporting improvements more consistently. Much of this work happened

behind the scenes, but is essential to maintaining a secure, responsive, and dependable Domestic Application Service.

We advanced this work across three areas:

- **Technical debt reduction** – Continued enhancements to foundational technologies, including document processing, transcript exchange, the program catalogue, and reporting. We also advanced planning for the electronic Transcript Management System (eTMS) rebuild and completed server updates to support disaster recovery readiness.
- **Data deployment improvements** – Reduced the time required to release Power BI reports, while updating foundational data models to make reporting enhancements easier to develop, test, and release.
- **DevOps foundations** – Improved the practices that help teams build, test, and release system changes more consistently. This included tracking release metrics, documenting reusable technical modules, creating guidance for feature flags, and strengthening training and reference materials. Work also began to define best practices for release pipelines.

These improvements are an initial step toward our longer-term modernization efforts, which will continue into the next fiscal year.

Modernized technology and data foundations make it easier to deliver dependable services, manage change, and respond to evolving college needs. By reducing technical risk, improving release practices, and enhancing our reporting foundations, we are helping ensure colleges can continue to rely on secure, stable, and high-quality services while enabling future enhancements to be delivered more effectively.

Behind-the-scenes work, everyday reliability

Strengthening foundational technology often happens out of view, but it directly affects the consistency, security, and dependability of the systems and information colleges rely on.



Refocus: Domestic Applicants

Outcome: The most impactful barriers faced by applicants are identified to start reversing the downward trend in applicant satisfaction.

As part of our commitment to improving the domestic application experience, understanding applicant barriers was central to our focus for the year. We looked beyond individual issues to better understand the broader applicant journey, from early exploration and account access through application submission, fees, transcripts, and offers.

We brought together a range of evidence and perspectives to build a more complete picture of the applicant experience, including applicant feedback, survey data, Contact Centre insights, working group input, previous research, and cross-functional expertise.

This work also helped us identify applicant groupings based on demographics, application behaviours, and needs, giving us a more informed foundation for targeted and inclusive service improvements. The project resulted in a prioritized set of actionable recommendations that will inform future improvements to the application, support resources, and related systems.

These insights have given us an evidence-based view of where applicants experience the most friction and confusion. They will help focus future service changes where they will have the greatest impact, while giving colleges deeper insight into applicant needs across the domestic application journey.

Understanding applicant barriers

Through our review, we identified four key areas where applicants experience friction:

Account access

Applicants can encounter difficulty creating, accessing, or managing accounts, which can slow progress early in the journey.

Application navigation

Some steps and instructions are not always intuitive, creating opportunities to simplify the experience and strengthen guidance.

Fee-related friction

Costs, payment steps, and waiver or voucher processes can add complexity, particularly for applicants with financial constraints.

Transcript processing

Requirements and timelines can be difficult to understand, especially for applicants with varied educational histories.



Realign: Priority Alignment

Outcome: Domestic Application Service priorities are continually validated and shared openly, ensuring visibility and alignment across internal and external audiences.

This year, OCAS created more structured opportunities for college partners to discuss, validate, and inform domestic priorities. These efforts supported greater visibility into current Domestic Application Service initiatives and helped ensure partner perspectives were better reflected in planning conversations.

We advanced this work through two key areas:

- **Domestic Priority Alignment Committee (DPAC)**
 - We established the DPAC to support ongoing alignment, collaboration, and dialogue on domestic priorities. The committee held its inaugural meeting in February 2026, creating a dedicated forum to review priorities, surface sector perspectives, and support more transparent conversations between OCAS and our college partners. We also established the Senior Leadership Consultation Group to provide senior-level input and help validate sector readiness for priorities of significance.
- **Domestic priorities and roadmap** – We developed a shared roadmap to give partners a unified view of current domestic priorities and support ongoing dialogue about sequencing, value, and alignment. To further strengthen shared understanding, we also clarified OCAS's domestic service offerings into three streams: Application Experience, Data-Informed Insights, and Marketing and Outreach. These streams help explain how our work connects to the applicant experience, partner insights, and system-wide engagement.

Bringing partner perspectives together

The Domestic Priority Alignment Committee brings together 22 members from 17 colleges across Ontario, representing regional perspectives and insights from key committees. It creates a structured forum for colleges to share perspectives, surface emerging priorities, and provide ongoing input into domestic service planning and decision-making.

Establishing a structured forum and a shared roadmap gives partners a more direct way to understand, discuss, and influence OCAS's domestic priorities. This increased visibility supports better alignment, more transparent decision-making, and greater confidence that our work is connected to both college needs and applicant outcomes.



Realign: Strong Relationships

Outcome: Processes are enhanced to strengthen partner relationships and consistently evaluate key interest holders' satisfaction with OCAS.

In 2025-26, we focused on building a more complete view of our partner touchpoints so we could better understand where connections are happening, how information is shared, and where there may be opportunities to improve coordination, follow-through, and feedback.

We advanced this work by mapping OCAS's current connection points across the college system. This review created a more complete view of the relationships and communication channels that support our work with colleges, while providing a foundation to improve internal visibility into partner interactions and maintain a more consistent pulse on partner needs, emerging trends, and satisfaction.

Having this centralized view of our partner touchpoints supports us in coordinating relationships more intentionally. As this work develops, insights from our partner conversations can be better shared and acted on across the organization, supporting stronger relationships and a more consistent approach to understanding interest holder perspectives.

Connected across the system

OCAS participates in more than 45 governance, advisory, operational, and strategic forums across the college system, helping increase visibility, collaboration, trust, and alignment with sector needs.



Realign: Communicating Impact

Outcome: Progress on Domestic initiatives is shared consistently across the system through storytelling that highlights partner value, outcomes, and impact.

As we sharpened our focus on the Domestic Application Service this year, we examined how we communicate our priorities, progress, and impact, and where we could reinforce internal alignment. This work helped identify opportunities to tell a more connected story about what we are doing, why it matters, and how our progress supports applicants, colleges, and the broader system.

In 2025-26, we explored three focus areas:

- **Critical topics** – We examined how to better communicate the balance between foundational technology work and responsiveness to system needs, showing how both areas contribute to partner value and long-term service improvement.
- **Value and contribution** – We began exploring more consistent messaging about OCAS's role, value, and contribution to the college system, including how this information could be organized and used more consistently across communications.

- **Defining success** – We identified the need for measures and tracking mechanisms to understand whether our communications are improving awareness, understanding, and confidence in our domestic work.

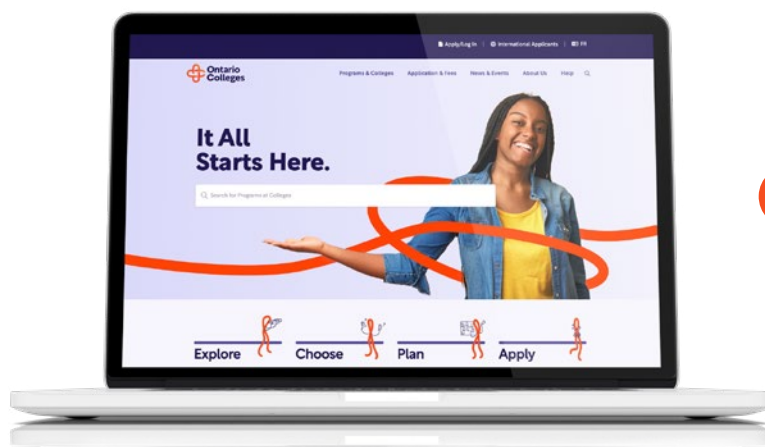
Foundations for clearer, more connected communication will help us create greater clarity on OCAS's domestic priorities, the progress being made, and the value being delivered. It will also help us connect individual initiatives to broader system needs and provide more meaningful updates on where future work is headed.

Shared alignment, clearer communication

Early discovery on this work inside OCAS revealed two priorities for improving how we communicate on our domestic focus: shared internal alignment and more consistent external messaging.

Additional Highlights

Alongside our Refocus and Realign goals, we advanced additional key priorities in 2025-26 that improved the services, tools, and information available to applicants and colleges. Although these efforts were outside our organizational goals program, they supported our mission by helping applicants better understand the value of college, streamlining the domestic application experience, making insights more accessible for partners, and strengthening service responsiveness.



Creating a Clearer Entry Point for Applicants

In November 2025, we launched an updated [Ontario Colleges website](#) to create a clearer, more accessible, and more engaging entry point into the college application journey. The refresh allowed us to improve content, design, accessibility, platform maintainability, and navigation, helping promote the value and range of opportunities available through Ontario's public colleges and polytechnics.

The refresh was shaped through ongoing engagement, applicant user testing, and partner input.

Applicants helped test key parts of the website experience, giving us insight into where navigation, language, and content could be clearer. We also gathered feedback from colleges and high schools, shared back what we were learning, and used their input to refine the site before launch and guide continued improvements afterward.

Since launch, we have continued to make meaningful enhancements informed by applicant needs, partner feedback, and site data. The refreshed website gives applicants a clearer and more welcoming place to explore their options, understand the application process, and take their next steps with greater confidence, while giving OCAS and our partners a stronger platform to support recruitment and continue improving the applicant experience.

Designed for discovery

Following the refresh, overall website engagement increased by 17.6 percent, with site interactions rising from 74 million events before launch to 87 million events during the same post-launch period. These events include clicks, scrolls, and other website interactions.

This improvement was supported by new features and enhancements, including:

- 1 Updated branding** with vibrant colours and imagery to inspire and energize applicants as they explore colleges and programs.
- 2 User-friendly design and intuitive navigation** that make it easier for applicants to find the information they need.
- 3 Dedicated blog articles** that share stories, initiatives, and resources to keep applicants informed.
- 4 Updated college profiles** with clearer, more relevant information that helps applicants understand what makes each college distinct.
- 5 An enhanced program search experience** with improved results and filters that make it easier for applicants to find programs and intake details.
- 6 Tailored resources** that organize guidance by audience, including returning learners, Indigenous applicants, and military-connected learners.
- 7 An event calendar** that helps applicants discover recruitment events and gives partners a clearer way to share and manage event information.

Making the Application Easier to Navigate

Applicant and partner feedback, operational insights, and recurring support themes continued to guide refinements to the domestic college application in 2025-26. Rather than waiting for large-scale modernization, we addressed specific points of friction in the current service where focused changes could reduce confusion and improve usability for applicants.

This targeted approach helps applicants move through the application process with greater ease, clarity, and confidence, while giving us practical insight into where focused improvements can make a meaningful difference. These learnings will help shape continued modernization of the Domestic Application Service and support clearer, more accessible pathways to Ontario's public colleges and polytechnics.

Targeted improvements

Focused updates this year helped make parts of the application clearer and easier to navigate, including:

Expanding degree options to include master's degrees, helping applicants see the broader range of credentials available through Ontario's colleges and polytechnics.

Improving account access to reduce barriers for applicants returning to their accounts across devices or shared settings.

Clarifying the 'Your Applications' page experience to help applicants better understand the status of in-progress applications and what to do next.

Standardizing the post-secondary transcript format to make electronic transcripts easier for applicants and institutions to read and navigate.

Expanding Applicant Support

In 2025-26, we built on the strength of our applicant support services by making direct help more available during key college recruitment moments and improving the self-serve guidance applicants, partners, and internal teams rely on.

Through the Contact Centre, we expanded direct support during high-need periods, including extended availability during spring open house weekends and in-person application guidance at open house events for seven colleges. At the same time, we strengthened the [Help Centre](#) by moving more information from PDFs into searchable web-based articles. We created audience-specific content spaces and linked to Help Centre articles from the Ontario Colleges website, making support information easier for applicants and partners to find and share.

By expanding both direct support and self-serve guidance, we helped applicants find answers with greater confidence while giving partners and our teams more consistent information to support a responsive and reliable service experience.

More applicants finding answers

Help Centre article views increased nearly 400 percent after the Ontario Colleges website launched.

Strengthening Partner Insight

In the data and reporting space, our focus for 2025-26 was on expanding and strengthening the data foundation that supports partner reporting, planning, and decision-making. This included integrating new data sources into the Data Warehouse, enhancing data models, and responding to evolving partner information needs.

Building on this foundation, we expanded the reporting and analytics available through Domestic Insights and other reporting solutions. These tools give partners more timely and accessible information

to monitor trends, support enrolment and recruitment planning, understand applicant and learner pathways, and bring stronger evidence into conversations about domestic enrolment, equity, and student retention.

These enhancements give partners more complete, connected, and usable information to understand activity across the domestic learner journey. With stronger data and reporting, colleges can work from a clearer shared view of trends and make more informed decisions about the learners and communities they serve.

Building the data foundation

Behind every report is a significant amount of work to integrate, validate, model, and manage data. During 2025-26, we expanded the Data Warehouse through the integration of new data sources, such as EDI and voucher data. These investments strengthened the quality, consistency, and accessibility of data across reporting, analytics, and other business applications, creating a stronger foundation for current and future partner needs.

Data and reporting enhancements

We expanded both the data assets available through the Data Warehouse and the reporting and analytics available to partners. Key additions and enhancements included:

- EDI and Military-Connected Learner data and reporting
- Voucher data and reporting
- College Count and College Count by Program reports
- Enrolment by Study Year report
- Distinct Enrolment and Distinct Students by Timeframe reports
- Program and College Retention reports

Modernizing Partner Reporting

This year, we advanced the migration of reporting to Microsoft Power BI while continuing to strengthen the underlying data architecture that supports partner reporting. These investments create a more modern, visual, and flexible reporting experience while improving the consistency and reliability of the data behind it.

We approached the migration as an opportunity to reassess and modernize reporting rather than simply recreate the

More than a migration

In 2025-26, we moved seven reports to Power BI, translating key reporting content into a more flexible platform.

same reports in a new tool. Some reports were migrated directly, while others were redesigned to reflect updated business rules, improved data definitions, and evolving partner needs.

As more reporting moves into Power BI, partners will have a more modern and flexible way to access, explore, and apply information. This work strengthens the reporting environment behind our Domestic Application Service and supports clearer, more confident use of data in planning, analysis, and decision-making.

Streamlining the Program Rollover Process

To support continued modernization of the Domestic Application Service, in 2025-26, we introduced an improved program rollover process that gives partners a more flexible, self-serve way to prepare program information for the upcoming application cycle. The updated process allows partners to generate, edit, and import program data through the Partner Portal using a simplified Excel file.

This work was shaped in collaboration with a partner working group that helped identify pain points, test concepts, and provide feedback on the new workflow. Built-in validation, clearer error guidance, and individual and bulk update options help college partners resolve issues more independently and prepare program data with greater flexibility.

Our college partners are already using the improved rollover process to prepare program information for the 2027-28 application cycle, which opens in late September 2026. We look forward to seeing how it supports greater partner efficiency, stronger data reliability, and better visibility into draft program information across the college system.

Supporting college teams when timing matters

Program rollover happens during a busy preparation window for colleges. The improved process helps reduce administrative friction so teams can focus on reviewing and finalizing accurate program information.

Updating Contact Centre Technology

As part of a larger effort to modernize our Contact Centre technology, we completed the important component of migrating the ticketing system to a cloud-based solution. The transition reduced system costs and maintenance time while supporting a more sustainable service environment for teams managing applicant and partner inquiries.

Through this migration, email inquiries from domestic applicants are now imported directly into the ticketing system, where each incoming message creates a case. This change improves inquiry tracking, supports more consistent service, and enables Power BI reporting on inquiry volumes and topics.

Turning inquiries into insight

Improved tracking and Power BI reporting give teams a clearer view of inquiry volumes, topics, and support needs.

More enhancements are ahead, including future work to bring voice, chat, and email into a more connected environment. These changes support a more responsive applicant and partner experience, stronger internal service resilience, and better data to guide future service and modernization decisions.

Engaging Across the College System

Beyond our organizational goals and service improvements, we continued to strengthen our presence across the college system in 2025-26. Through engagement with colleges, high schools, and higher education organizations, as well as participation in key sector events, we created more opportunities to listen, share updates, and better understand the needs of the partners and applicants we serve.



Where we connected

This year, our community presence included engagement with partners through purposeful activities:

- Liaison and Recruitment Sub-Committee (LRSC) College Dialogues
- Colleges Ontario Premier’s Awards and AMO Annual Conference
- Higher Education Quality Council of Ontario (HEQCO) Conference
- Ontario Council on Articulation and Transfer (ONCAT) Conference
- Colleges and Institutes Canada (CICan) Leadership Summit
- Ontario School Counsellors Association (OSCA) Conference
- Skills Ontario Competition and Conference for Guidance Educators
- Canadian Military, Veteran and Family Connected Campus Consortium (CMVF3C) Symposium
- Canadian Bureau for International Education (CBIE) Conference and regional meetings
- Provincial government events like Queen’s Park Day and Federal Hill

These touchpoints helped reinforce our role as a connected system partner while giving us clearer insight into the priorities, questions, and experiences shaping the domestic college application journey. Through our participation in these spaces, we strengthened relationships, supported more open dialogue, shared relevant updates about our services and initiatives, and built a stronger foundation for continued collaboration with partners across the sector.

What This Year Enabled

Our strategic goals and the key initiatives highlighted here demonstrate our commitment to our refreshed mandate and our delivery for applicants and our college partners. With stronger foundations in service delivery, partner relationships, and applicant understanding, we are well-positioned to advance our strategy, respond to changing needs, and deliver meaningful value to Ontario’s public colleges and polytechnics.



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4 Continued Momentum

Building on our progress from the 2025-26 fiscal year, we are continuing to translate the strategic direction set by *Connecting Potential* into impactful, measurable action in 2026-27. That work will focus on three strategic goals, each reflecting an important area of opportunity as our organization evolves in our services to partners and applicants.

Strengthening Insight Capabilities

We are continuing to strengthen how we listen, learn, and use evidence to guide decisions. By taking a more coordinated approach to applicant feedback, satisfaction measurement, and system-wide insights, we can better understand evolving applicant needs and share more actionable insights that support colleges in serving them.

Modernizing the Application Experience

We are advancing initiatives that will shape a more modern application experience. By working with partners and applicants on a shared vision and roadmap, we can support a more unified, efficient, accessible, and flexible application service.

Building Stronger Ways of Working

We are strengthening the systems, practices, and ways of working that help us deliver on our strategy. By continuing to implement priority recommendations from our operating model review and establishing a clearer performance measurement framework, we can better monitor results, guide decisions, and strengthen our services.

Turning Direction into Action

These forward-looking priorities provide a focused path for making progress with purpose as we continue building responsive, effective services for Ontario's public colleges and polytechnics.



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Thank You

Thank You

Thank you to our college and polytechnic partners for your ongoing trust, collaboration, and engagement throughout 2025-26. Your input directly informed the progress captured in this report.

We also extend our gratitude to our Board of Directors for their time, commitment, and strategic focus throughout the year. Your stewardship and guidance helped shape our priorities, support thoughtful decision-making, and keep OCAS focused on delivering meaningful value for applicants, partners, and the broader college system.

Collaboration is more than a step in our work. It is part of how we deliver on our commitment to service excellence. By listening to partners and sharing progress openly, we can continue to strengthen the application experience, improve the tools and insights colleges rely on, and support solutions that reflect the needs of colleges and applicants.

Thank you for helping shape this next chapter with us. We look forward to building what comes next, together.

Board of Directors

OCAS is governed by a Board of Directors that brings together leaders from Ontario's public colleges and polytechnics.

Claude Brulé (Chair)

President and CEO, Algonquin College

Daniel Giroux

President, Collège Boréal

Kristine Morrissey

President, Cambrian College

Kevin Weaver

President and CEO, Georgian College

Don Duclos

Associate Vice President of Students and Registrar,
Confederation College

Shannon Lipskie (ex officio)

President and CEO, OCAS