ecampus
Ontario

Strategic Plan
2024-2027

Land Acknowledgement and Commitment to Reconciliation

eCampusOntario acknowledges that we live, work and play on the traditional territory of many nations, including the Mississaugas of the Credit, the Anishinaabeg, the Chippewa, the Haudenosaunee and the Wendat peoples. The territory is now home to many diverse First Nations, Inuit and Métis peoples, and we recognize Toronto is covered by Treaty 13 with the Mississaugas of the Credit. We are grateful to share this land and stay dedicated to opportunities for Truth and Reconciliation on our journey together.

We are at a defining moment for higher education in Ontario.

The convergence of business, society and technology is driving the digital transformation of all aspects of our lives, reshaping our economy, social interactions and physical world. The urgent climate crisis is causing socio-economic disruptions, from extreme weather events to supply chain challenges. All while our aging population is fundamentally altering healthcare, workforce dynamics, immigration policies and our way of life.

We all want more from higher education to keep pace with the forces of change.

This strategic plan outlines the eCampusOntario path forward to foster collaboration among learners, educators, and employers in Ontario and beyond. Over the next three years, we will continue co-designing digital frameworks, programs, and resources, promote access to higher education, support learner progress, and cultivate collaborative innovation to strengthen institutional resilience.

I am grateful to the eCampusOntario Board of Directors for steering this strategic planning process and the Faculty Advisory Committee for offering their diverse perspectives. Our directors actively participated in the process, and within a new tripartite Board governance structure among member colleges, universities, and Indigenous institutes, they offered their insights and built consensus.

Let's embrace today's challenges and seize tomorrow's opportunities to revolutionize higher education in Ontario. Join us on this journey as we drive digital transformation forward and shape our collective future.

Together, there is so much we can accomplish.

Sincerely,

Robert Luke
Chief Executive Officer
eCampusOntario

Amidst rapid change, it can be difficult to grasp its full impact on our lives.

Our higher education institutions face global competition every day in dynamic conditions. At the forefront, our innovators are showing us the way. Whether delivering a master's program online, designing a micro-credential, offering open resources, or providing pedagogical support, these changemakers are integrating digital methods to adapt and stay competitive.

With this strategic plan, eCampusOntario will develop opportunities to connect learners, educators and employers to ensure Ontario's leadership through digital higher education. Over the next three years, we aim to inspire excellence in the co-design of digital higher education, promote new learner access and participation, and engage employers to drive innovation and systems change to enhance capabilities across the sector.

We thank the many higher education leaders, learners, partners, faculty and staff who shared their valuable insights to inform our strategic direction. Together, we are dedicated to advancing digital higher education in Ontario for the well-being and success of individuals and the prosperity of our communities.

We have come so far under the leadership of CEO Dr. Robert Luke and the dedicated eCampusOntario staff.

Let's shape the future of digital higher education across Ontario and move us forward to a brighter tomorrow with the eCampusOntario Strategic Plan 2024-2027.

Sincerely,

Board Co-Chair
Steven Murphy
President and Vice-Chancellor
Ontario Tech University

Board Co-Chair
Ann Marie Vaughan
President and CEO
Humber College

Our Context

Cross-sector collaboration can help institutions overcome challenges, meet learner and employer needs, and ensure long-term success through digital higher education.

Technology is rapidly reshaping industries worldwide, automating tasks and allowing workers to focus on problem-solving and creativity. Remote work and digital collaboration tools have broken down barriers, enabling flexible arrangements for virtual teams. Advancements in computing and online platforms facilitate real-time collaboration online across the globe.

Digital capabilities have expanded across the entire learner lifecycle, from recruitment to curriculum design, assessment, career planning and more. Institutions are exploring the possibilities of using technology across the learning journey from ways to increase learner access and engagement for greater success.

Technology continues to revolutionize higher education.

Demographic, technological, and environmental forces are rapidly changing our world and redefining expectations of our digital teaching and learning experiences. From digital badging to alternative credentials, educators are using smaller, personalized validations to celebrate learning progressively and complement traditional diplomas and degrees. They are navigating advancements and using intelligent systems to map personalized learning pathways and align short duration programming with regional talent demands. From gamification to simulations and critical thinking assessments, digital higher education offers learners new ways to pursue their interests and engage in authentic work experiences while they learn.

Within our evolving landscape, emergent technologies are redefining how we work, teach and learn.

Artificial Intelligence technologies and tools have the unharnessed potential to add capacity with the urgency to understand their ethical use and the breadth of their human impact.

From pilots to peer evaluation and implementation strategies, eCampusOntario members are looking for more to advance their use of technologies and tools in higher education over the long term. Ontario institutions, however, face fiscal uncertainties and limited funding, which can hamper the innovation needed to compete.

With this strategic plan, eCampusOntario will create opportunities for collaboration among learners, educators and employers to contribute, engaging in best practices from around the world and validating innovation that scales to strengthen the competitiveness of the Ontario higher education sector.

Together, we can continue to empower learners, inspire educators and forge ties with employers to benefit society and contribute to Ontario's socioeconomic growth.

Our Momentum

Over the last three years at eCampusOntario, we facilitated the co-design of shared digital content, increased capacity for digital initiatives and progressed demand-driven programming across the higher education sector for learners of all ages, backgrounds and at all stages of life.

We fostered innovation to help our members reimagine digital teaching and learning and realize efficiencies. From validating digital pedagogical practices and endorsing alternative credentials to launching sector-wide systems, we supported our members to ensure learners had options to continue their studies online and uninterrupted through the pandemic. At eCampusOntario, we advanced digital teaching and learning for the well-being and success of Ontarians in their communities.

With every $1 invested, eCampusOntario programs generated $5 of value for Ontarians that broadened learner access and success through high-quality digital higher education.

From 2021-24, we created opportunities to connect, collaborate and innovate **across the sector.**

23 UNIVERSITIES

24 COLLEGES

9 INDIGENOUS INSTITUTES
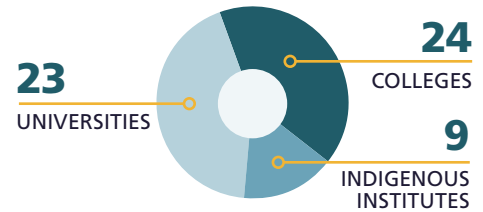
🌱 $70M
Our consortium **provided seed funding through the Virtual Learning Strategy,** an investment made by the government of Ontario Ministry of Colleges and Universities.

🏛 100%
All of Ontario's publicly funded colleges, universities and Indigenous Institutes participated in eCampusOntario programming.

💰 $650K
Each eCampusOntario member institution **benefited from $650,000 of services to advance digital higher education teaching and learning excellence.**

100%
of the designed and developed **digital content has been shared in Ontario**.

81%
of VLS survey participants **recommend our programs, platforms and resources** to a colleague.

89%
of VLS survey participants **are satisfied with their eCampusOntario programs**.

We integrated historical and contemporary Indigenous contributions **in digital higher education teaching and learning.**

We introduced a dedicated liaison for our Indigenous partners, providing steadfast support to amplify Indigenous voices and deepen understanding of Indigenous Knowledge.

We renewed our commitment to promoting our shared history and valuing Indigenous Ways in partnership with the Indigenous Institutes Consortium.

We formalized greater inclusion of Indigenous Institutes in our Board governance process.

Indigenous Institutes Consortium

We enhanced our French-language and French as a Second Language programming.

> We established a **Francophone Advisory Network.**
> We convened an **intentional French-language Community of Practice (CoP).**

80%
of participants agree that the CoP has given them new knowledge that can advance their professional practice.

We focused on

sustained programming initiatives

to help our members grow and transform digital higher education in Ontario.

We Launched Professional Learning & Development

Empowered Educator micro-credential

480 educators enrolled.
85% of **200+ Sprint participants** developed a new skill or discovered new EdTech for their practice.

Digital Fluency Accelerator micro-credential

Accessibility Toolkit

Online Teaching Fundamentals

68 educators from across the sector participated in the first cohort.

Leadership for Digital Transformation micro-credential

56 digital leaders in the first cohort.
50 mentors activated across the sector.

We Activated Robust Online Platforms

Learning

Pathways Learner Resource Collection

LEARN ONLINE PORTAL

eCampusOntario
Micro-credentials Portal

86% of searches are among workforce or post-workforce learners.

Teaching

OPEN LIBRARY

EDTECH SANDBOX

Business Matching

CIP ONTARIO COLLABORATIVE INNOVATION PLATFORM

ONTARIO EXCHANGE

Resources supported courses for nearly **7,857 learners** and **$880,000 in member savings**.

We Expanded Knowledge Mobilization

RESEARCH & FORESIGHT

Focus and Foresight Report Collections.

Canadian Learning Research Association National Online Surveys.

Year in Review Impact Reports.

Building the Futures Workshops.

OPEN LIBRARY

We grew the Open Library into

Canada's largest Open Educational Resource collection.

Nearly 9,000 OER, 1,800+ online courses and programs, with 150+ simulations, serious games and Extended Reality experiences archived.

With adoptions, **300,000+ Ontario learners benefited from $26.3M+ savings.**

Nearly 7,000 Pressbook users and **9,000+ eCampusOntario H5P Studio users** created and adapted OER across the sector.

We continued to

build partnerships and mobilize knowledge

across networks and sector-wide events.

Introduced Partnerships

> Engaged Ontario Education Collaborative Marketplace.
> Piloted Digital Fluency micro-credential for learners with Contact North.
> Signed Communitech MOU to support start-ups and link to resources.

Broadened Collaboration Networks

> OER Rangers.
> Adaptive Learning Network.
> Open Ontario Library Network.
> le Consortium d'apprentissage expérientiel francophone de l'Ontario (CAPFO).

Expanded Knowledge Mobilization Sector-wide Events

> Technology and Education Seminar and Showcase.
> Micro-credential Forum.

> Future Learning Webinars and Workshops.
> Annual Franco-Ontarian Forum.

75% of participants indicated they **are more equipped for micro-credentialing**.

82% are likely to make a change in their practice.

We will continue to build on our momentum.

Ontario is set to lead digital higher education in Canada. Looking ahead, we will continue to grow our dynamic ecosystem for the future of digital higher education in Ontario and the greater good of society.

OUR VISION

All Ontarians have a better future through digital higher education.

OUR MISSION

We enable a dynamic digital higher education ecosystem driven by collaboration among learners, educators and employers.

OUR CORE VALUES

Inclusion
We strive to build a digital higher education ecosystem that allows every learner to thrive.

Collaboration
We connect learners, educators and employers to ignite digital innovation at colleges, universities and Indigenous Institutes in English and French, spanning urban, rural and remote communities.

Experimentation
We test ideas for digital higher education to push boundaries and set new paths toward more equitable and sustainable futures.

Curiosity
We ask questions and bridge connections that leverage the community's strengths and visions to realize our collective goals.

Creativity
We use human-centred design practices to iteratively co-create solutions and learn what works best for our learners, educators and employers.

OUR STRATEGIC PRIORITIES

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By 2027, eCampusOntario will develop its ecosystem for Ontario to be a Canadian leader in digital higher education.

1 **SPARK** *A FLAME* — Inspire the continuous co-design of the future of digital higher education.

2 *BE* **BOLD** — Grow open education to broaden learner access and achievement to fulfill their ambitions.

3 **UNLOCK** *TALENT* — Support member institutions to engage with employers while building learning and careers.

4 *THINK* **BIG** — Use technology to streamline systems and strengthen the long-term vitality of the sector.

1 SPARK
A FLAME

Inspire the continuous co-design of the future of digital higher education.

GOAL

eCampusOntario is the "go-to" trusted partner and connector that builds capacity and a culture of collaboration across the higher education sector.

ACTIONS

Tell our story to connect people to our ecosystem and build an understanding of the transformative power of digital higher education.

. . . .

Share global best practices, showcase best-in-class evidence-informed digital pedagogy, and research future thinking to provide new insights into digital higher education.

. . . .

Create opportunities for learners, educators and employers across the sector to collaborate, investigate and innovate, co-creating high-quality digital teaching and learning experiences.

2 BE BOLD

Grow open education to broaden learner access and achievement to fulfill learner ambitions.

GOAL

eCampusOntario puts learners at the centre of all we do, using open education principles and practices to create inclusive and welcoming digital higher education where everyone feels valued and respected.

ACTIONS

Engage Indigenous Institutes and communities to ensure digital higher education initiatives are designed to meet their specific needs and cultural requirements, including open content to expand opportunities for representation, Truth and Reconciliation in digital higher education.

Engage rural and Franco-Ontarian communities in digital higher education programming, including the localization and adaptation of open content.

Share open education practices, programs and resources to promote equitable access to digital higher education and support for all learners.

3 *UNLOCK*
TALENT

Support member institutions to engage with employers while building learning and careers.

GOAL

eCampusOntario strengthens ties between learners, educators and employers to support authentic work experiences, accelerate innovation and increase talent demand for a stronger economy.

ACTIONS

Cultivate relationships between experts in higher education and industry to provide graduates with the necessary skills and knowledge to thrive in the modern workplace through digital higher education.

Match higher education partners with industry to share ideas and knowledge, improve research and development productivity to build business and drive economic growth.

Foster strong partnerships between academia and industry to address the need for upskilling and reskilling programs that closely align with job market demands.

4 THINK BIG

Use technology to streamline systems and strengthen the long-term vitality of the sector.

GOAL

eCampusOntario takes a systems approach to identify and validate the big ideas that can realize the transformative potential of technology in higher education.

ACTIONS

Stay ahead of evolving trends and engage employers to identify digital solutions that increase the competitiveness of Ontario higher education.

Evaluate digital solutions to validate capabilities and enhance the overall effectiveness of the higher education system.

Solve emerging challenges and stress factors to derisk the integration of digital solutions and support their broad uptake.

Thank You

From interviews to workshops and surveys, higher education learners, educators and employers across Ontario came forward to share their views in a comprehensive strategic planning process.

Collectively, you helped inform the eCampusOntario Strategic Plan 2024-2027 for us to set course and navigate the way ahead.

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