



STRATEGIC DIRECTION CHANGES 2011 - 2014

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For feedback from Advisory Committee and Legacy Redesign Steering Committee members and their constituents by December 23, 2010.

One of the most important duties of the advisory committees is to provide input on our strategic directions. Each year, OCAS revises its rolling three-year strategic plan. For the plan that begins in April 2011, we have proposed few changes, because the legacy redesign is our priority and consumes most of our resources. Thus, the proposed changes are relatively minor:

1. Delete goals that were achieved or have moved to an operational phase
 - a. Expand the enrolment stages data collection based on the gaps prioritized by the Data Warehouse Advisory Committee. OCAS has built the capacity to receive and process the new data element most needed by colleges – graduation data. Colleges have been invited to begin reporting graduation data in November 2010 if they are able to, and a financial incentive to reporting has been provided, so this project is now in operational mode;
 - b. The sourcing strategy, which deals with how OCAS evaluates its mix of retained and outsourced services was completed in May 2010;
 - c. The goal to evaluate the advisory committees from the point of view of multiple stakeholders was completed by means of surveys, and will continue as part of the annual satisfaction survey of college stakeholders;
2. Replace an earlier vision for the legacy redesign project with the newer vision developed through the Legacy Redesign Steering Committee;
3. Revise deliverable dates for the Data Warehouse priorities to reflect an earlier-than-expected integration of the data warehouse into the new Legacy Redesign infrastructure. This change required additional resources and has resulted in a corresponding delay in the data warehouse projects, as follows -

- a. Defer expanding the full enrolment activity report below the college aggregate level, from June 2010 to June 2011
 - b. Defer securing and exposing to colleges the Statistics Canada data collections, from March 2011 to March 2012
 - c. Defer improving non-direct entrant data to include information about those who delayed entrance after secondary school, those with some PSE and those with complete PSE, from March 2011 to March 2012
 - d. Defer integrating the Ministry's Key Performance Indicator data into the college system data warehouse reporting environment, from March 2012 to March 2013
 - e. Defer improving the ability to map and report college applications beyond college catchment, from March 2012 to March 2013;
4. Update the goal to improve the uptake of the Electronic Transcript Management System (eTMS) by revising the number of schools which have enrolled in the program (now 32%);
 5. Update the goal to improve search engine optimization by increasing the Area of Study pages in Find a Program from 153 to roughly 250 as recommended by the Publications Working Group;
 6. Update the goal to improve pre-application assistance for non-direct applicants to reflect the decision made this year to develop a new online counselling tool with Career Cruising which will lead directly to the Area of Study pages in Find a Program;
 7. Update the goal to use OCAS' partnership with Skills Canada to promote college as a first-choice destination to include a new agreement that Skills Canada will distribute the Ontario College Handbook, Why College? and How to Apply as appropriate as part of its school visit program;
 8. Revise a goal to improve the completion rates for applicants. Based on a survey of similar services internationally we will continue to monitor rates of non-completion but will take no specific action at this time;
 9. Revise the goal to ensure stakeholder engagement in the legacy redesign by adding questions on this topic to the annual customer satisfaction surveys;
 10. Revise the legacy redesign releases by incorporating the agreed scope statements for Releases 3, 5 and 6 which were not available when the last directions were finalized;
 11. Revise the go-live dates for Releases 1 and 2 of Legacy Redesign to May 24, 2011 as determined through consultation with admissions and the Legacy Redesign Steering Committee;
 12. Delete Release 5 from the Legacy Redesign as it has been folded into other releases.

Further details of these changes are provided in the attached document for those who want to read further. Please provide feedback to Greg Hughes - hughes@ocas.ca

ID	Directions 2010 - 2013	Directions 2011 - 2014	Success Criteria	Advice
21	1. College Enrolment	1. College Enrolment		
22	Use OCAS' infrastructure to the fullest to improve services to applicants and to provide strategic assistance to improving enrolment growth for colleges		Applicant Services Advisory Committee = Data Warehouse Advisory Committee = Legacy Redesign Steering Committee = Marketing Advisory Committee = Broader Management Forum =	ASAC DWAC LRSC MAC BMF
23	Applicant Services	Replace the success criteria with the finalized vision statement developed through the Legacy Redesign Steering Committee which appears		
24	a) Redesign the legacy application-to-college system to be applicant-centric, built on industry-standard technologies, and able to run at lower operating costs than the	1) respect applicant privacy by collecting only the information colleges need to complete the application, and we will diligently protect personal information thereafter;	We're redesigning the application-to- college system to put applicants first. We are committed to delivering an applicant experience built around applicant needs which reflects Ontario colleges as a first choice postsecondary	ASAC DWAC LRSC MAC
25		2) be	our online application will work all day, every day, at commonly accepted standards of performance and reliability, including on the busiest application day of the year no matter how many apply	
26		a) intuitive	our online services will be backed by industry-standard support services, infrastructure and technology	
27		b) tailored to meet the diverse needs of all applicants	the application-to-college will be intuitive, and tailored to meet the diverse needs of all applicants	
28		c) easy to set up and self-manage	your online account will be easy to set up and self-manage	
29		d) accessible via the most common access technologies of the day	you will be able to apply using the most popular access technologies of the day	
30		e) available through ontariocolleges.ca, a college website, in person at a college, or by telephoning our contact centre	you will be able to start your application at multiple points - at ontariocolleges.ca, on a college website, at the college, or by telephoning our contact centre	
31		f) informative by providing feedback after each transaction and guidance about next steps	your online account will provide feedback after each transaction, and information about next steps so you will always know the status of your application	
32		3) work all day, every day, at commonly accepted standards of performance and reliability, including on the busiest application day of the year	we will respect your privacy by collecting only the information we need to complete your application, and we will diligently protect your personal information thereafter	

ID	Directions 2010 - 2013	Directions 2011 - 2014	Success Criteria	Advice
33		4) be backed by industry-standard support services, infrastructure and technology;	we will support high school counsellors who assist you by providing online information related to your college application that helps them advise you and update your grade records	
34		5) support schools, agencies, colleges and OCAS in assisting college-intenders by providing them with the information and tools they need to be effective in their roles;	we will support college admissions staff who assist you by providing comprehensive online information related to your application, supporting documents, academic records, and interactions with OCAS	
35		6) support college admissions to assist applicants by providing them with comprehensive online information related to applications, supporting documents, academic	while we are owned by the colleges, we believe that we will serve colleges better by serving applicants better. To this end, we will put applicant's interests first	
36	Data Warehouse			
37	b) Align the development plan of the college system data warehouse to the priorities established through the Data Warehouse Advisory Committees survey of colleges in 2009:	We made the decision to move some of the legacy redesign changes impacting the data warehouse earlier (such as moving the warehouse to a new hosting environment) and this results in corresponding date changes for projects below		DWAC
38	i) Expand the enrolment stages data collection and reporting based on identified and prioritized data gaps by March 2010. Gaps include prospects, offers, graduates and early leavers.	Delete as this was completed	Add college reporting of prospects, offers, graduates and early leavers to the data collection by March 2010.	DWAC
39		Delete	The new data appears in all reports where selections are based on enrolment stages, and the standard reporting and analytics tools are in place to support the new data.	
40		Delete	Data warehouse customers are aware of the new data source through a DW ebuletin opened by customers	
41		Delete	Project documents (including detailed requirements with data gaps prioritized by college need) are signed-off by the project sponsor, client and college working group.	
42		Delete	Sign-off of the data dictionary by the project sponsor, client and college working group is in place prior to development.	

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43		Delete	A minimum of one data gap forms the basis of proceeding with development and implementation. Colleges commit to delivering the new data element(s) within one year prior to development proceeding	
44		Delete	Test plans, cases and strategies were signed-off by the project sponsor and in place prior to deployment to UAT	
45		Delete	During the 30 day warranty period in the transition to steady state support, no critical bugs are identified, and operational documentation is provided	
46		Delete	Stakeholders appointed by the College Working Group were consulted appropriately throughout, and rated their satisfaction at 85% minimum on the project satisfaction survey	
47		Delete	The solution was delivered in production by March 31, 2010	
48		Delete	The new reports in production execute within the 2 minute benchmark. The test cases are timed.	
49	ii) Expand the full enrolment activity report below the college aggregate level to enable deeper analysis of system enrolment & student transition between program types (continuing education, part and full-time) March 2011. Project spans 2 fiscal years	Defer deliverable to 2011	New arrangements are in place by end of June 2010 to support the October 2010 reporting cycle. This deliverable date is at present under review.	DWAC
50			Report meets MTCU and Colleges Ontario Requirements	
51			Detailed requirements, solution design, and the test and implementation strategy are signed off by the sponsor, client and college working group prior to development	
52			Information is accessible and updateable by the right people at the right time in the process	

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53			During the 30 day warranty period in the transition to steady state support, no critical bugs are identified, and operational documentation is provided	
54			Stakeholders appointed by the College Working Group were consulted appropriately throughout, and rated their satisfaction at 85% minimum on the project satisfaction survey	
55	iii) Secure and expose to colleges the Stats Can data collections including existing demographic population and new data collections for comparison with enrolment stages data by March 2011	Defer deliverable to 2012	Deliver by March 2011	DWAC
56			The new data appears as defined by the College Working Group, and the standard reporting and analytics environment is in place to support the new data.	
57			Data warehouse customers are aware of the new data source through a DW ebulletin opened by customers	
58			Project documents are signed-off by the project sponsor, client and College Working Group.	
59			Test plans, cases and strategies were signed-off by the project sponsor and in place prior to deployment to UAT	
60			Stakeholders appointed by the College Working Group were consulted appropriately throughout, and rated their satisfaction at 85% minimum on the project satisfaction survey	
61		Defer deliverable to 2012	The solution was delivered in production by March 31, 2011	
62			The new reports in production execute within the 2 minute benchmark. The test cases are timed.	

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63	iv) Improve the granularity of non-direct entrant data to include information about those who delayed entrance after secondary school, those with some PSE and those with complete PSE by March 2011.	Defer deliverable to 2012	Deliver by March 2011	DWAC
64			The new data appears as defined by the College Working Group, and the standard reporting and analytics environment is in place to support the new data.	
65			Data warehouse customers are aware of the new data source through a DW ebulletin opened by customers	
66			Project documents are signed-off by the project sponsor, client and College Working Group.	
67			Sign-off of the data dictionary by the project sponsor, client and college working group is in place prior to development.	
68			Test plans, cases and strategies were signed-off by the project sponsor and in place prior to deployment to UAT	
69			Stakeholders appointed by the College Working Group were consulted appropriately throughout, and rated their satisfaction at 85% minimum on the project satisfaction survey	
70		Defer deliverable to 2012	The solution was delivered in production by March 31, 2012	
71			The new reports in production execute within the 2 minute benchmark. The test cases are timed.	
72	v) Integrate the Ministry's Key Performance Indicator data into the college system data warehouse reporting environment by March 2012	Defer deliverable to 2013	Deliver by March 2012	DWAC
73			The new data appears as defined by the College Working Group, and the standard reporting and analytics environment is in place to support the new data.	

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74			Data warehouse customers are aware of the new data source through a DW ebulletin opened by customers	
75			Project documents (including detailed requirements with data gaps prioritized by college need) are signed-off by the project sponsor, client and college working group.	
76			Sign-off of the data dictionary by the project sponsor, client and college working group is in place prior to development.	
77			Test plans, cases and strategies were signed-off by the project sponsor and in place prior to deployment to UAT	
78			Stakeholders appointed by the College Working Group were consulted appropriately throughout, and rated their satisfaction at 85% minimum on the project satisfaction survey	
79		Defer deliverable to 2013	The solution was delivered in production by March 31, 2012	
80			The new reports in production execute within the 2 minute benchmark. The test cases are timed.	
81	vi) Improve the granularity of geographic reporting through the introduction of multiple geospatial levels beyond college catchment by March 2012.	Defer deliverable to 2013	Deliver by March 2012	DWAC
82			The new data appears as defined by the College Working Group, and the standard reporting and analytics environment is in place to support the new data.	
83			Data warehouse customers are aware of the new data source through a DW ebulletin opened by customers	
84			Project documents (including detailed requirements with data gaps prioritized by college need) are signed-off by the project sponsor, client and college working group.	
85			Test plans, cases and strategies were signed-off by the project sponsor and in place prior to deployment to UAT	

ID	Directions 2010 - 2013	Directions 2011 - 2014	Success Criteria	Advice
86			Stakeholders appointed by the College Working Group were consulted appropriately throughout, and rated their satisfaction at 85% minimum on the project satisfaction survey	
87		Defer deliverable to 2013	The solution was delivered in production by March 31, 2012	
88			The new reports in production execute within the 2 minute benchmark. The test cases are timed.	
89	Marketing	Change success criteria to:		
90	a) Improve the high school uptake of the Electronic Transcript Management System (eTMS) to increase the percentage of non-direct applicants who get offers, and to remove a major frustration for non-direct applicants and colleges.	Advertise the eTMS system through OSCA publications and through school and college conferences and dialogues. Change to ""At present, 32% (731/2276) of open and closed schools"	At present, 30% (673/2276) of open and closed schools participate in the eTMS. Targeted marketing is required to double the sign-up rate to 60% within this three-year plan.	MAC
91	b) Complete the search engine optimization project to maximize college web exposure. Implement program pages for 153 discreet college program areas each with it's own URL.	Move from 153 to roughly 250 areas of study in accordance with the guidance of the publications working group. Complete the new area of study pages by June 2011.	The program material will be written by March 31, 2010 using the Marketing Advisory Committee as a sounding board, and implemented on the web by June 2010.	MAC
92	c) Improve pre-application assistance for non-direct applicants by investigating online career advisement tools which correlate applicant interests and aptitudes to the 153 discreet program areas offered by colleges.	Change to: Improve pre-application assistance for non-direct applicants by implementing an online career advisement tool whose result set leads directly to the Area of Study landing pages in Find a Program	Online career advisement tools whose result sets link directly to the area of study landing pages at ontariocolleges.ca	MAC
93		Expand the current 153 area of study landing pages to roughly 250 to correspond to the recommendation of the Publications Working Group		MAC
94		Work with the Marketing Advisory Committee and online career counselling provider Career Cruising to develop an online counselling which provides high-level career advisement focussed on non-direct applicants		MAC

ID	Directions 2010 - 2013	Directions 2011 - 2014	Success Criteria	Advice
95		Work with IT and Career Cruising to create the integration of the online counselling tool into Find a Program, such that the result set from the counselling tool links to Area of Study Pages in Find a Program		MAC
96	d) Use OCAS' partnership with Skills Canada to promote college as a first-choice destination to students in grades 7 – 9 through the Skills Canada schools program which reaches over 100,000 Ontario students annually.	Distribute copies of OCAS publications (Ontario College Handbook, Why College? And How to Apply) via Skills Canada staff in their schools program.	Use OCAS' partnership with Skills Canada to promote college as a first-choice destination to students in grades 7 – 9 through the Skills Canada schools program which reaches over 100,000 Ontario students annually.	MAC
97	e) Research new strategies to improve the completion rates for applicants. Each application cycle, thousands of applicants start an application but fail to carry it through to the point that colleges receive information about them	Based on research conducted in 2010 of the rates of applicant non-completion at other application services, we will continue to monitor our rates of non-completion	At the time of writing (February 2, 2010) 21,570 individuals have created online accounts, but have not completed an application. We propose to survey colleges, research best practices, and then bring recommendations to the Advisory Committee	MAC
98	2. OCAS and College Alignment	2. OCAS and College Alignment		
99	Build on the new advisement structure to improve OCAS alignment with its stakeholder groups, to align the development of the system data warehouse with college priorities, and to ensure stakeholder engagement in the legacy redesign			
100	Applicant Services			
101	a) Evaluate the success of the advisory committee from the point of view of multiple stakeholders, and make adjustments where required	Delete - formal evaluation completed for CoP and will now form an ongoing operational activity as part of the annual customer satisfaction surveys	Advisory Committee meets the needs of stakeholders and OCAS	ASAC
102	b) Analyze the results of the Customer Satisfaction Surveys with the Applicant Services Advisory Committee and identify ways to improve the scores of high schools and colleges		Achieve an 85% satisfaction rating for services for which Application Services is accountable.	ASAC
103	c) Maximize the use of the Legacy Redesign Steering and Advisory Committees to ensure stakeholder engagement in the redesign of the legacy application-to-college system	Incorporate a formal evaluation of stakeholder engagement in the legacy redesign as part of the annual customer satisfaction surveys	Develop a performance measure for effective stakeholder engagement in the legacy redesign, then measure it and report on it	ASAC LRSC
104	Data Warehouse			

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105	d) Evaluate the success of the advisory committee from the point of view of multiple stakeholders, and make adjustments where required	Delete - formal evaluation completed for CoP and will now form an ongoing operational activity as part of the annual customer satisfaction surveys	Advisory Committee meets the needs of stakeholders and OCAS	DWAC
106	e) Analyze the results of the Customer Satisfaction Surveys with the Data Warehouse Advisory Committee and identify ways to improve the scores of		Achieve an 85% satisfaction rating for services for which the Data Warehouse is accountable.	Data Warehouse
107	Marketing			
108	f) Evaluate the success of the advisory committee from the point of view of multiple stakeholders, and make adjustments where required	Delete - formal evaluation completed for CoP and will now form an ongoing operational activity as part of the annual customer satisfaction surveys	Advisory Committee meets the needs of stakeholders and OCAS	Marketing
109	g) Analyze the results of the Customer Satisfaction Surveys with the Marketing Advisory Committee and identify ways to improve the scores of high schools and colleges		Achieve an 85% satisfaction rating for services for which Marketing and Communication is accountable.	Marketing
110	3. Application-to-College System	3. Application-to-College System		
111	Design and build an application-to-college system which provides the information and services applicants need in the form in which they need them, and integrates seamlessly with colleges.			
112	Applicant Services			
113	Maximize the use of the Legacy Redesign Steering and Advisory Committees to ensure stakeholder engagement in the redesign of the legacy application-to-college system	Incorporate a formal evaluation of stakeholder engagement in the legacy redesign as part of the annual customer satisfaction surveys. A separate survey was undertaken in 2010	Develop a performance measure for effective stakeholder engagement in the legacy redesign, then measure it and report on it	ASAC LRSC
114	Undertake a multi-year project with college stakeholders which begins in fiscal 2009 with a detailed needs assessment for the redesign, and is followed in fiscal 2010 and 2011 with specific re-design projects.		Detailed Design: Jul 2 - Oct 30, 2009	ASAC LRSC
115	Release 1	Go-live deferred to May 24, 2011	Release 1 - Applicant Facing Systems – Full Go Live Sept 2010, with the ability for colleges to upload their programs by Jun 2010	ASAC LRSC

ID	Directions 2010 - 2013	Directions 2011 - 2014	Success Criteria	Advice
116			Meets the criteria of the project vision in lines 25 - 36 above	ASAC LRSC
117	Release 2	Go-live deferred to May 24, 2011	Release 2 - Corporate (B2B) Systems - Go Live Sep 2010	ASAC LRSC
118			Meets the criteria of the project vision in lines 25 - 36 above	ASAC LRSC
119	Release 3	Add: Implement the five scope items agreed in 2010:	Go-live in June 2011	ASAC LRSC
120		1) migrate from Oracle Portal to SharePoint 2010 as our Content Management Solution		
121		2) port the current Find a Program functionality from Java to .NET technology and reconfigure to integrate with the online application		
122		3) port the back-end Endeca engine into Primus hosting		
123		4) facilitate vacating IBM hosting by June 30, 2011		
124		5) continue the current method of College Program Offering, Amendment and Inquiry until R6 by moving the current applications for this service to Primus hosting		
125	Release 4	Add this statement of scope:	Release 4 - Requisition Model for Grade management - Go Live by September 2011 so that we do not have to make these changes mid-cycle. Note that it is not likely that all schools will be ready to go-live at once.	ASAC LRSC
126		1. Migration of eTMS from Oracle platform and IBM environment to Microsoft platform & Primus hosting with foundation transaction supporting PESC XML specifications.	Define scope through advisement	
127		2. Migration of PETE from Oracle platform and IBM environment to Microsoft platform & Primus hosting with foundation transaction supporting PESC XML specifications.		

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128		3. Maximize reusability of Service Oriented objects to support the requisition model of requesting, paying, tracking, response, fulfillment and reconciliation processes.		
129		4. The process should be design to enable multiple client types to request a transcript example student who want their record transferred from one institution to another. The scope for implementation of release 4 is applicants.		
130		5. The process should update the client's portfolio with a copy of the official document delivered via the requisition process.		
131		6. The PETE system must have bridge with EDI and OUAC maintained		
132		7. The migration of Colleges and OUAC from GXS FTP without partner having to change their current FTP software to Microsoft Platform and Primus hosting (this lower priority scope)		
133		8. Development of only the absolute necessary components from IBM Content Management and Kofax ascent capture system to Microsoft CRM including the following:		
134		a) Ability for applicants to upload copies of documents to their portfolio that are not coming directly from official source vs. mail/fax to OCAS		
135		b) Ability for OCAS, Colleges to upload documents to Applicant Portfolio		
136		c) Migration of documents from IBM content management to CRM for open cycles only		
137		9. Implement the new Etms process for a pilot group of boards (one from each SIS vendor) using the fully automated eTMS process to retrieve historical transcript and progress updates for Direct Applicants.		
138		10. Implementation of the process to receive a accumulative progress report for Direct Applicants for both new version eTMS and SSLOAD process.		


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139	Release 5	R5 has been folded into other releases. Its major deliverable, moving the data warehouse into the new infrastructure, has already been completed		ASAC LRSC
140	Release 6	Add scope statement below agreed through stakeholder consultation	Define scope through advisement structure	LRSC
141	1)	Implement twenty-six changes recommended by college users on the Committee of Registrars Admissions and Liaison Officers (CRALO) Priorities List;	Rollout to Schools and Boards - Begins Jul 2011	LRSC
142	1	eliminate the ability for applicants to apply to closed programs;		
143	2	reduce the potential for applicants to initiate duplicate applications through processes like 'late admit';		
144	3	enable applicants from Quebec to request transcripts electronically through OCAS;		
145	4	expand the grade requisition model for obtaining grades from non-direct as well as direct applicants;		
146	5	prevent high school applicants from applying to graduate programs;		
147	6	the applicant's residency status to the applicant versus cycle;		
148	7	reduce the incidence of invalid values for final grades being transmitted to colleges;		
149	8	improve the validity of applicant email addresses through a new validation process;		
150	9	follow-up with applicants regarding missing residency documents;		
151	10	create a paperless late admit process;		
152	11	enable two address fields in the online application;		
153	12	reset the file sequence number for online confirmations back to 1 at the beginning of the next cycle;		
154	13	enable applicants to confirm to multiple terms for the same application cycle;		

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155	14	introduce 'preferred method of communication' in online application so colleges know the applicant's preference;		
156	15	enable applicant debit card payments for the online application;		
157	16	Create a message centre on the applicant dashboard and use workflow processes to highlight items on which the applicant requires further action (e.g. would you like to order your transcript now?);		
158	17	Use a requisition process to improve the management of transcripts for both direct and no-direct applicants, and retain the transcripts of the high percentage of applicants who re-apply in successive years;		
159	18	improve address validation services via QAS to improve address quality for colleges;		
160	19	send French and English names and addresses using the full French and English character sets;		
161	20	where fast-track applicant appears to have registered before they applied, offer more frequent transmissions so full applicant data set is available upon registration;		
162	21	add an international study permit flag and graduate status field in the online application;		
163	22	introduce statistical reporting in the Transcript Management System to capture processing times, performance and quality metrics;		
164	23	enable colleges to indicate the entry level of the offer in online confirmations;		
165	24	Provide two address fields so that applicants from groups like the Canadian Armed Services can indicate that they are Canadian residents even though they are serving outside the country;		
166	25	enable colleges to change program codes in the middle of an application cycle, such as happens when the campus changes due to space issues. (Further consultation required.);		

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167	26	establish and communicate consistent policies regarding the acceptance of recognized external credential assessment reports.		
168	2)	Implement four new policy directions which are the consensus outcome of a Policy Conference on May 25, 26 attended by stakeholders:		
169	i	Move towards Postsecondary Electronic Standards Council (PESC) compliance for the High School and College Transcript, Data Transport Standard, and Admissions Application;		
170	ii	Add limited new two-way exchange elements to enable applicants to receive status updates that their application was received by the college, to enable college-initiated or assisted applications, and college-initiated applicant information updates;		
171	iii	Introduce differentiated service delivery for applicant transmissions to colleges, within parameters agreed by colleges. OCAS will build a flexible delivery infrastructure, able to deliver both batch and real-time applicant data to colleges;		
172	iv	Introduce a standards-based catalogue of college programs and an automated XML feed process with regular 'add, delete, change' transmissions from colleges to maintain it.		
173		Enable a one-year trial of applicants being able to apply to up to five choices at any one college, by removing the cap of three programs at present in place.		
174	4. Sourcing Practices	4. Sourcing Practices		
175	Develop a sourcing strategy for OCAS down to the service level (e.g.. records management, desktop management, call centre staffing) which evaluates the skill sets needed to deliver the service or function, and the mix of retained and outsourced resources	Delete. Completed in May 2010		

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176	Management Team	Delete. Completed in May 2010		
177	Develop a resource strategy for each business unit (comprised of decisions and action plans) aligned with the strategic plan which sets out skill needs and sourcing options for services or functions	Delete. Completed in May 2010	By June 30, 2010 create a service-based sourcing plan aligned with the strategic plan, measured against Gartner's benchmarks for sourcing strategies. Gap analysis between current and desired state	BMF
178	Review existing outsourcing agreements against Gartner's Guide to Outsourcing Agreements (Research Paper G00151319) and Best Practices for Offshore Outsourcing (Research Paper G00157829).	Delete. Completed in May 2010	By September 30, 2010 create a Master Service Agreement Template, and identify areas in existing contracts which need revision when the contract is next renewed or redrafted	BMF
179	Support the Colleges Ontario initiative to share services among the Separate Operating Entities (SOE's) where a business case can be made, by providing services to other SOE's or purchasing services from them.	Delete. Shared services have been absorbed into ongoing operations.	By March 31, 2011 share hosting services with SOE's at a common hosting centre	BMF
180	Major Projects	Major Projects		
181	Applicant Services	Applicant Services		
182	Legacy Redesign	Delete - detailed in corporate goals above		
183		Delete - detailed in corporate goals above	Detailed Design: Jul 2 - Oct 30, 2009	ASAC LRSC
184		Delete - detailed in corporate goals above	Release 1 - Applicant Facing Systems – Full Go Live Sept 2010, with the ability for colleges to upload their programs by Jun 2010	ASAC LRSC
185		Delete - detailed in corporate goals above	Release 2 - Corporate (B2B) Systems - Go Live Sep 2010	ASAC LRSC

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186		Delete - detailed in corporate goals above	Release 3 - Redesigned Find a Program - Go Live Jun 2011	ASAC LRSC
187		Delete - detailed in corporate goals above	Release 4 - Requisition Model for Grade management - Go Live Jun 2011	ASAC LRSC
188		Delete - detailed in corporate goals above	Release 5 - Final Hosting Migration - Sep 2011	ASAC LRSC
189		Delete - detailed in corporate goals above	Release 6 – Post-legacy redesign, this is a project to review how colleges and OCAS exchange information – Sep 2012 (at the earliest)	ASAC LRSC
190		Delete - detailed in corporate goals above	Rollout to Schools and Boards - Begins Jul 2011	ASAC LRSC
191	Data Warehouse Development	Data Warehouse Development		
192	i) Expand the enrolment stages data collection and reporting based on identified and prioritized data gaps by March 2010. Gaps include prospects, offers, graduates and early leavers.	Delete - detailed in corporate goals above	Add college reporting of prospects, offers, graduates and early leavers to the data collection by March 2010.	DWAC
193	ii) Expand the full enrolment activity report below the college aggregate level to enable deeper analysis of system enrolment & student transition between program types (continuing education, part and full-time) March 2011. Project spans 2 fiscal years	Delete - detailed in corporate goals above	New arrangements are in place by end of June 2010 to support the October 2010 reporting cycle. This deliverable date is at present under review.	DWAC

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194		iii) Secure and expose to colleges the Stats Can data collections including existing demographic population and new data collections for comparison with enrolment stages data by March 2011	Delete - detailed in corporate goals above	Deliver by March 2011	DWAC
195		iv) Improve the granularity of non-direct entrant data to include information about those who delayed entrance after secondary school, those with some PSE and those with complete PSE by March 2011.	Delete - detailed in corporate goals above	Deliver by March 2011	DWAC
196		v) Integrate the Ministry's Key Performance Indicator data into the college system data warehouse reporting environment by March 2012	Delete - detailed in corporate goals above	Deliver by March 2012	DWAC
197		vi) Improve the granularity of geographic reporting through the introduction of multiple geospatial levels beyond college catchment by March 2012.	Delete - detailed in corporate goals above	Deliver by March 2012	DWAC
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