AUDIT COMMITTEE IT UPDATE JANUARY 2019

"An intelligent mind acquires knowledge, and the ear of the wise seeks knowledge." - Proverbs 18:15

Created, Draft	First Tabling	Review
January 14, 2019	January 30, 2019	Click here to enter a date.

Steve Camacho, Chief Information Officer
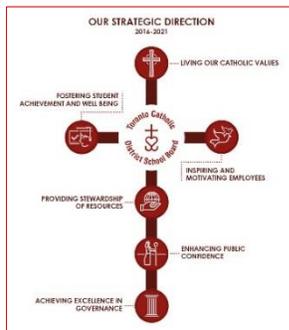
INFORMATION REPORT

Vision:
At Toronto Catholic we transform the world through witness, faith, innovation and action.

Mission:
The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.
We educate students to grow in grace and knowledge to lead lives of faith, hope and charity.

Rory McGuckin
Director of Education

D. Koenig
Associate Director
of Academic Affairs

L. Noronha
Associate Director of Facilities,
Business, and Community
Development and
Chief Financial Officer

1.

A. EXECUTIVE SUMMARY

At the November Audit Committee meeting, the Committee asked staff to "bring to the January 2019 Audit Committee Meeting an IT Strategic update that will include some of the IT risk areas".

The Information and Technology (I&T) strategic planning process is still in progress and will not be completed until June 2019. As result, specific strategic objectives and risks have not yet been fully identified. However, in an effort to keep the Audit Committee up-to-date, the Chief Information Officer has summarized the strategic planning process and some key strategic discussions points along with their associated opportunities and risks.

Staff have prepared a short presentation regarding the I&T strategic planning process, the progress made thus far, as well as any major risk areas that have been identified through this process. The presentation is attached to this report as Appendix A

The cumulative staff time required to prepare this report was 15 hours

B. PURPOSE

The purpose of this report is to update the Audit Committee on the Information & Technology Strategic Planning process, provide an overview of the high-level strategic discussions that have been had thus far, and also list of major risks that may be associated with these high-level strategic themes.

C. BACKGROUND

1. The Board has embarked on Information and Technology (I&T) strategic planning process to help refresh its technology plans. The process will deliver the 3-year Information and Technology Strategic Plan.

2. An IT strategic plan was last refreshed in 2010 and again 2016. However, previous IT strategic plans have mostly focused on the inner workings of the IT department and resulted in investments primarily in IT infrastructure and device replacements. As result, these plans did not make significant inroads to the way the organization uses technology for its mission beyond the baseline of what is expected from stakeholders, students, and parents.

3. The Information and Technology strategic plan is purposely titled as such in order to indicate to the organization that, it an organizational wide plan that spans what the technologically based strategies the Board will focus on in the coming 3 years. Although the IT department will play a major part in the execution of this plan, it should not be considered an IT department plan.

4. It is also important to note the final Information and Technology Strategic Plan will be "change and improvement" plan that will focus on moving the organization to a new state in terms of technology use and technology enabled capabilities. The plan will only focus on what needs to change and how, and not all aspects of the technology and systems.

5. In addition, and in alignment with best practices, the plan will also focus high-level objectives (with goals) and what strategies will be employed to meet those goals. The I&T Strategic Plan will not contain an exhaustive list of all projects and initiatives. Such details will be developed on a yearly basis and documented in an annual IT plan and worked into the Board's overall budget.

6. Over the course of the last few months, staff have been analysing a number of strategic inputs into the I&T Strategic Plan. These inputs include the Ernest & Young Managing Transformation report (Line-by-line Review of Ontario Government Expenditures), the Board's Multi-Year Strategic Plan, the Board Learning Improvement Plan, previous IT strategic plans, the Auditor General's report on IT Systems and Technology in the Classroom, and Gartner trend reports for the education and IT industries.

7. In addition to these reports, staff have completed or are in the process of completing a number of activities to help feed the overall strategy including an educational sector trends review with a Gartner analyst, a cybersecurity review, a IT assets audit, and benchmarking exercises on a dozen IT practice areas and IT budget.

8. Reviews and deeper discussions of these findings are on-going and will be synthesized into I&T strategic objectives with the final plan.

9. Although the objectives have not yet been formalized, a number of key discussions points have come up time and time again. These discussions point along with their opportunities, risks, and work-to-date have been summarized in the attached presentation. They include the following:

a. **Enterprise Systems** - The Board has a number of core systems that help run major business processes such as registering and tracking students, managing employees, and maintaining the Board's finances. Collectively we are referring to these core systems as "Enterprise systems". Many of these systems have not been upgraded or replaced in 20 years and as such, there is an opportunity for the Board to replace them and modernized their associated processes. However, given the complexity and cost of these systems, there are a number of project execution risks the Board needs to consider.

b. **More Data and Data Security** – There is an overall industry trend towards using more data. This data can be used to support student achievement, strategic decision making, and daily operations. However, with this abundance of data comes additional challenges around data management and information security.

c. **Modernizing the I&T Operating model** – The I&T operating model represents how the organization decides on, deploys and uses technology on an on-going basis. A well defined and modern operating model can help the organization scale digital solutions for everyone's benefit. However, the Board currently uses a traditional and dated I&T operating model that primarily used by in-house resources who are focused on traditional systems, infrastructure, and end-user devices.

d. **Enabling the "digital" school experience** – As more technology enters the classroom there is an opportunity to develop and optimize teaching methods to maximize student learning. However, with this opportunity comes risks associated with Board's dated funding model, lack of student devices to allow access to online tools, and teacher training to make the most of these digital opportunities.

D. METRICS AND ACCOUNTABILITY

1. Once the final I&T strategic plan is developed it will be circulated to trustees for comment as well as reviewed by the Audit committee before final approval by the Board of Trustees.
2. Staff is targeting the May 2019, Audit Committee meeting to bring forward the I&T Strategic plan.

E. CONCLUDING STATEMENT

This report is for the consideration of the Board and.