



REPORT TO

REGULAR BOARD

## INFORMATION & TECHNOLOGY STRATEGIC PLAN UPDATE

*Put these things into practice, devote yourself to them, so that all may see your progress. 1 Timothy 4:15*

Created, Draft	First Tabling	Review
December 15, 2020	January 28, 2021	Click here to enter a date.

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### INFORMATION REPORT

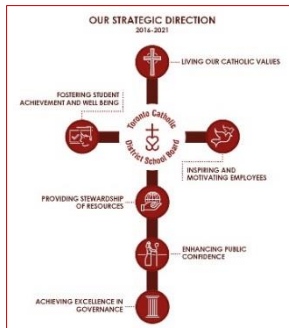
**Vision:**

*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.*



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## A. EXECUTIVE SUMMARY

The Information & Technology Strategic Plan provides a three-year mission to build the foundation of the Digitally Enabled School by focusing on the objectives listed below. This Information Report provides an update on the progress of the Information & Technology Strategic Plan after its first year.

**Increase digital communications** to improve parent and student engagement.

**Adopt modern workplace tools** to free employee time for high value work.

**Enhance cybersecurity** to safeguard student and family privacy.

**Deploy foundational enterprise systems** to drive efficiency and prepare for the future.

**Maximize limited technology funding** to improve student and staff experiences.

*The cumulative staff time required to prepare this report was 16 hours*

## B. PURPOSE

1. *The Information & Technology Strategic Plan was presented to the Board of Trustees on December 12, 2019 for information and consideration.* During the presentation Staff committed to returning to the Board to provide an annual progress update on the Plan.

## C. BACKGROUND

1. *The Information & Technology Strategic Plan is now one year into its three-year mission to build the foundation of the Digitally Enabled School.* During the first year of the Plan, the organization was simultaneously faced with the emergence of the COVID-19 pandemic. Staff quickly pivoted to respond to priority and emergency needs which included:

- A. devices and internet for students,
- B. virtual desktops for school staff,
- C. electronic report cards,
- D. support for the St. Anne Catholic Academy virtual school,
- E. online voting for Catholic Parent Involvement Committee, and
- F. video conferencing for synchronous learning, as well as for Board and other business and administrative meetings.

These initiatives provided continuity of academic and business services during the pandemic, many of them aligned to the pillars of our Information & Technology Strategic Plan, and some of them expedited planned work for year one of the Plan. At the same time as a result of shifting priorities and resources, some of the planned work for year one was delayed to support pandemic-related needs. Staff have been nimble and have worked to keep the Information & Technology Strategic Plan moving forward on enabling the digital future of our schools.

**D. EVIDENCE/RESEARCH/ANALYSIS**

**Monitoring and controlling**

1. ***Information Technology project governance ensures that before a project is undertaken that it goes through an intake and business case process to ensure strategic alignment, and for review and approval by the CIO or by Technology Council for major projects.*** Once a project is approved, the Project Portfolio Management (PPM) within the Information and Communication Technology division works to prioritize the project, plan and resource it, monitor it, and keep all involved parties informed about the project status. The project lead keeps the PPM updated on the status which in turn informs and updates the Information & Technology Strategic Plan.

**End of year one summary**

**Increase Digital Communications**

New Public Website	Cross functional collaboration for this initiative between the Communications and Technology groups was hindered due to reassignment and pivoting of the resources to respond to pandemic priorities and emergency needs.	Delayed
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Digitize Newsletters	Software piloting with various newsletters including Weekly Wrap Up, Equity and Diversity, and Nurturing our Catholic Community.	On Track
New Parent Portal	Initial research is underway as planned.	On Track
Extend IT Support	Lengthened the Service Desk support hours to 8pm, Monday-Friday.	On Track

### **Adopt Modern Workplace Tools**

Cloud Office Systems	Migrated mailboxes from on-premise servers to the Office 365 cloud, and rolled out online versions of Word, Excel, PowerPoint as well as OneDrive for online storage.	On Track
Web Meeting Technology	Implemented Zoom Meetings for staff and students for business continuity and synchronous remote learning.	Completed
Staff Training Plan	Delivering training and change management for the Microsoft Office 365 productivity tools.	On Track
Access to Devices	Procured and delivered devices to students in need for remote learning, as well as virtual desktops for school staff to access central resources while working remotely.	On Track and Accelerated

**Enhance Cybersecurity**

Dedicated Security Team	Funding was transferred and directed to student device needs for remote learning.	Delayed
IT Security Awareness	Same as above.	Delayed
IT Security Policy	Same as above.	Delayed
Incident Response Plan	Same as above.	Delayed

**Deploy Foundational Enterprise Systems**

Create Dedicated Teams	The majority of the project team for the new SIS was hired and formed, and is currently engaged on the project.	On Track
Student Information System	Key personnel were temporary reassigned from the project to support the adaptive model, special education programs and St. Anne Catholic Academy virtual school.	Delayed
HR Recruitment System	Cross functional collaboration for this initiative between the Human Resources and Technology groups was hindered due priorities and emergencies emerging from pandemic matters that impacted key HR and IT staff.	Delayed
Reduce Custom Software	Completed the Trillium application inventory and review for planning of the new SIS.	On Track

## Maximize Limited Technology Funding

IT Governance	Established the Technology Council including a Terms of Reference and membership that meets monthly.	Completed
Reorganize ICT Division	Hired a Senior Coordinator for IT Planning and Strategy, a Project Manager, and rebranded the Service Desk.	On Track
Project Portfolio Management	Established process and procedures for business case development, project intake, and stakeholder reviews.	On Track
Standardize Metrics	Research and analysis was delayed due to teams focusing on the operations and support for student device needs.	Delayed
IT Asset Refresh Strategy	Researched and recommended new standards for school printers and photocopiers, and currently developing new standards for student devices and remote learning.	On Track

## E. METRICS AND ACCOUNTABILITY

1. *All major projects are monitored and controlled by the Project Portfolio Management (PPM) within the Information and Communication Technology division.* Reports are brought forward on a monthly basis to Technology Council for information, consideration, or recommendation.
2. *The Information & Technology Strategic Plan is reviewed annually.* An annual Information Report will be brought forward to the Board of Trustees for information and consideration at the conclusion of 2021.
3. *Delays in general are a risk to some degree because work is not going as scheduled, however, mitigation plans are underway.* For the new SIS project, the risks are being reviewed and a revised project plan has been

developed for review by the project's executive steering committee. If additional budget is required, a report will be brought forward to Board of Trustees. For Cybersecurity, although we do not have a formal program, the staff remain vigilant by monitoring and rapidly addressing known risks, as well as continuing to recommend and implement best practices. In addition, we implemented a new password policy to improve security. For the new website an RFP is currently being developed for expeditious posting, and for the HR recruitment system the teams are re-engaged in order to keep moving forward.

4. **The Information & Technology Strategic Plan remains relevant and applicable.** No changes to the Plan are needed going into its second year.

## **F. CONCLUDING STATEMENT**

This report is for the consideration of the Board.