REPORT TO

CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE

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

Drafted	Meeting Date
January 11, 2022	January 20, 2022

Steve Camacho, Executive Superintendent Technology, Data, and Strategic Transformation

Omar Malik, Senior Coordinator, IT Planning and Strategy

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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.
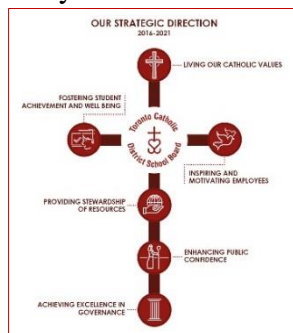
Brendan Browne

Director of Education

Adrian Della Mora

Associate Director of Academic Affairs & Chief Operating Officer

Derek Boyce

Associate Director of Facilities, Business & Community Development

Ryan Putnam

Chief Financial Officer & Treasurer

A.   EXECUTIVE SUMMARY

The Information & Technology (I&T) 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 second year.   Information & Technology Strategic Plan is focused on five key objectives:

- **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.

In general, progress on the plan has been made in 2021 but there are key areas such as HR systems and cybersecurity that will need significant effort and focus to complete by the end of 2022.

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*. 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(I&T) Strategic Plan is now two years into its three-year mission to build the foundation of the Digitally Enabled School and major progress was made in year 1 (2020).* 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. Highlights of success during 2020 include:

    a. deployment of 22,000+ devices and internet for students,

    b. virtual desktops for school staff,

    c. electronic report cards,

    d. after hours technical support for parents and students

    e. support for the St. Anne Catholic Academy virtual school,

    f. online voting for Catholic Parent Involvement Committee,

    g. video conferencing for synchronous learning, as well as for Board and other business and administrative meetings, and

    h. cloud-based office (Microsoft 365) for teachers and administrators.

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 because of shifting priorities and resources, some of the planned work for year one was delayed supporting pandemic-related needs.

D.   EVIDENCE/RESEARCH/ANALYSIS

1. ***Major progress was also made in year 2 (2021) of the Information & Technology Strategic Plan.*** During the second year of the Plan, the organization was still faced with significant operational issues as a result of the COVID-19 pandemic. However, staff were still able to make significant progress. Highlights of success during 2021 include:

    a.   Adoption of Microsoft Teams for staff

    b.   Launch of robust Microsoft 365 training plan

    c.   Launch of the Student Information System (SIS) Project

    d.   Improved Cybersecurity awareness around Phishing attacks

    e.   Upgrade of central CUPE staff to laptops

    f.   Implementation of online expense management (SAP Concur)

g.   Launch of a new data collection platform used for vaccination and testing, community surveys, and other forms.

2.   ***Although significant progress has been made to date, there are several areas that need focused attention in 2022.*** The key area of focus in 2022 include:

a.   Launch of new Public Website

b.   Development of long-term plan for student and teacher devices

c.   Launch of the core Student Information System

d.   Creation of dedicated Cybersecurity and Privacy team

e.   Development of Cybersecurity plans and policies

f.   Development of a HR system strategy and RFP

g.   Development of a ERP replacement plans

h.   Deployment of new phone system

A detailed summary of progress to date and plans for 2022 is provided in Appendix A.

3.   ***Given the operational pressure on the TCDSB over the last two years, there are two I&T Strategic plan actions that will likely only be completed in 2023***. The items include:

a.   Deployment of Digital Portal for Parents and Students

b.   Implementation of new modern HR recruitment system

4.   ***As the current I&T Strategic plan comes to an end, a new I&T Strategic Plan will need to be drafted in 2022 with a launch in early 2023.*** A new I&T Strategic Plan will be developed after the launch of new MYSP. The plan development process will be similar to the one in 2019 with stakeholder consultation and presentation to the Board of Trustees.

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 at the conclusion of 2022.

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

F.   CONCLUDING STATEMENT

This report is for the information of the Board of Trustees.

<u>Appendix A – Summary of Information and Technology Plan Progress – January 2022</u>

Increase digital communications to improve parent and student engagement

Action	Completed to date	Planned in 2022	Status for 2022
Deploy A New, Modern Public Website	• Created website team within Communications. • RFP issued and returned. Vendor selection imminent.	• Website launch in Fall 2022	On track
Digitize School and Trustee Newsletters	• Digital newsletters now being piloted for Board Monthly, weekly wrap up, equity newsletter using MyEmma software as the proof-of-concept software.	• Procure a permanent solution and adding of monthly Trustee newsletters.	On track
Deploy a Digital Portal for Parents and Students	• Completed high-level review	• Detailed design, product selection, and start implementation	Delayed. (Launch in early 2023)
Offer IT Supports to Parents and Students	• Lengthened support hours to 8pm M-F and now providing support for parents and students		Completed

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

Action	Completed to date	Planned in 2022	Status for 2022
Replace Our Office Systems with Cloud-Based Solutions	• Migrated all staff to Office 365 (Outlook, OneDrive, Word online, Excel online, etc). • Launched Microsoft Teams.	• Increase adoption of Microsoft Teams	Completed (Teams a plus to base plan)
Deploy Web Meeting Technology	• Implemented Zoom Meetings and Microsoft Teams Meetings	• Increase adoption of Microsoft Teams	Completed (Teams a plus to base plan)
Deliver a robust training plan for Workplace Tools	• Developed and implemented robust training and change plan	• Focus training and adoption on Microsoft Teams	Completed (Teams a plus to base plan)
Ensure all employees have access to appropriate devices	• Provided loaner devices to teachers during lockdowns. • Upgraded all existing central staff computers to laptops. • Selected a new copier/printer provider.	• Development of long-term plan for student and teacher devices. • Upgrade library circulation desk computers. • Deploy new computers to the school office (laptops). • Deploy new copier/printer fleet	On track

Enhance Cybersecurity to safeguard student and family privacy

Action	Completed to date	Planned in 2022	Status for 2022
Create a dedicated Cybersecurity Security Team	• Difficulty hiring Cybersecurity lead. Made offers but declined.	• Re-organization of ICT Service to create a Cybersecurity and privacy team from within	On Track
Develop a formal and ongoing security awareness program	• Improved awareness of phishing attacks. • Tagging of external emails. • Improved password guidance.	• Expanded awareness and training for around phishing	On Track
Develop a robust IT security policy	• Improved password policy	• Full IT security policy	On Track
Formalize organization-wide IT security incident response plan	• No progress made because no dedicated security team	• Full incident response plan lead by new Cybersecurity team	On Track

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

Action	Completed to date	Planned in 2022	Status for 2022
Implement a new cloud-based HR recruitment system	• High-level market review	• Development of HRMS Strategy and RFP	Delayed. Launch in early 2023
Create dedicated implementation teams	• Established dedicated SIS project team and office	• Create dedicated HRMS implementation team	On track
Implement a new cloud-based Student Information System	• Selected Aspen SIS and negotiated contract • Established dedicated implementation team • Starting data conversation and configuration	• Launch core SIS function in Sept 2022	On Track
Rationalize and reduce the need for the development of custom software	• Decommissioned custom Milage app for SAP concur.	• Decommissioning of several SIS companion application with launch of new SIS.	On track

Maximize limited technology funding to improve student and staff experiences

Action	Completed to date	Planned in 2022	Status for 2022
Develop a formal IT governance structure	• Established Technology Council		Completed
Set up a formal PPM practice and team	• Established business case and project intake processes	• Harmonized Project Management practices (kick-off, status updates, etc)	On track
Standardize core IT operations, metrics & targets	• Monthly ticket reporting established. Started to collect customer stats	• Publish monthly stats. Finalize customer satisfaction measures • Uptime measurements for all core systems. IT patching statistics	On track
Develop a sustainable technology refresh plan for classrooms	• Completed IT Asset Audit. • Deployed 22K+ Student devices for remote learning • Setting of BYOD standards	• Hire IT Asset Officer. • Implement new IT asset software. • Start new and permanent student device program.	On track