



ITIS

OPERATIONAL PLAN 2021-2026



BRANT HALDIMAND NORFOLK
Catholic District School Board

for all



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INTRODUCTION

The Information Technology Services (ITS) Operational Plan outlines the objectives and actions that will be undertaken to help improve outcomes for staff and students. This Plan is guided by the principles of the Brant Haldimand Norfolk Catholic District School Board's (the "Board") Strategic Plan and pillars of the Business Services Operational Plan.

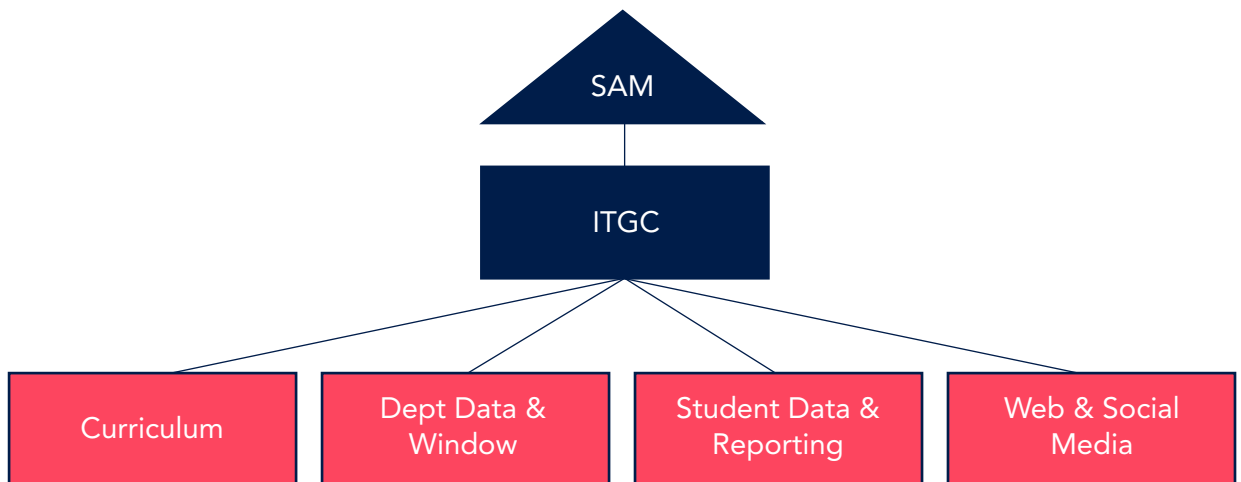
The ITS Operational Plan focuses on four themes: Teaching and Learning, Community and Engagement, Information Technology and Infrastructure, and Process Optimization. Each theme outlines key strategic areas and details the actions to be taken with an intended timeframe.

ABOUT ITS

ITS is a part of Business Services and is responsible for the management and support of all computer systems, network infrastructure and security, data and telephony throughout the Board. ITS consists of: Enterprise Administrators (3), Field Technicians (6), Helpdesk (1) and Data Services (6). These departments work in tandem to support all the Board's technological needs. ITS also works closely with the curriculum and special education departments as well as senior administration to ensure IT initiatives are aligned with curriculum departments goals and objectives and have a positive impact on student and staff learning.

IT GOVERNANCE COUNCIL

The IT Governance Council (ITGC) was established in November 2019 and provides strategic direction and oversight for all district level IT related initiatives. The ITGC consists of Principals, Managers and Superintendents and meets a minimum of 4 times per year. The ITGC also consists of a number of working groups or committees (Curriculum, Data, Processes, etc.) who are tasked with examining and recommending projects, procedures or initiatives to the ITGC for approval. The ITS Operational plan was reviewed by the ITGC during the process of completing this document.



WORKING GROUPS



PILLARS OF THE BOARD'S STRATEGIC PLAN

The following themes are referenced from the Board's Strategic Plan and provided the framework of the ITS Operational plan:

- **Belonging for All**
Honour the sacred dignity of each person, created in the image of God
- **Teaching and Learning for All**
Ensure a commitment to Christ-centred, life-long learning
- **Wellness for All**
Nurture faith-filled communities that are sage, inclusive, and healthy

PILLARS OF THE BUSINESS SERVICES' OPERATIONAL PLAN

The following themes are referenced from the Business Services' Operational Plan and assisted in guiding the direction and priorities of the IT Operational plan:

- **Excellence in Business Services**
To lead and model best practices in business services
- **Teaching and Learning**
To support the needs of our students and staff in achieving life-long learning
- **Stewardship of Resources**
To establish integrated decision-making structures and processes to support the responsible allocation of resources.
- **Community & Engagement**
To enhance our learning/working environment that supports innovation, cooperation, and collaboration.

Summa

SUMMARY OF OUTCOMES FROM THE PREVIOUS PLAN

Below are highlights of some of the successes achieved during the course of the previous plan:

- Launched the BHNHub to provide employees with efficient access to applications (e.g. Office 365, Brightspace, K212, PowerSchool) and information (e.g. facilities data, student achievement data, memos, help guides, etc.) to support their work
- Refinements to devices and distribution that:
 - Reduce barriers
 - Enable modern teaching, learning, and work practices
 - Increase efficiency in support
 - Improve device life-cycle management
- Infrastructure improvements that provide ubiquitous access to work and learning:
 - Shifted on-premises file storage to the cloud
 - Increased Internet speed in Board facilities
 - Increased Wi-Fi coverage in Board facilities
- Introduced Microsoft Teams to enhance collaboration opportunities via an integrated communication platform with chat, calling, file storage, and access to other Microsoft resources (e.g. calendar, Stream video, Lists, Forms, OneNote, etc.)
- Enabled the successful transition to full online learning for all staff and students with minimal lead time



TEACHING AND LEARNING

BOARD STRATEGIC PLAN: Teaching and Learning

BUSINESS SERVICES OPERATIONAL PLAN: Excellence in Business Services, Teaching and Learning

School Boards have traditionally provided physical working and learning spaces that require staff and students to be physically present, access physical materials, and produce evidence of work or learning in defined ways. The exponential growth of technology has introduced new opportunities that can transform how people work and learn, resulting in greater flexibility, personalization, impact, and efficiency. The commitments below outline the actions the Board will make to leverage new technologies to provide the greatest flexibility and highest quality working and learning experiences possible and in the widest range of contexts.

Transforming the Modern Learner

Action	Timeline
Review student access to technology, software, and infrastructure through varying lenses (e.g. large school versus small school, whole class activity versus individual or small group activity, physical school versus remote learning situation, etc.) to identify opportunities to increase access to learning via digital tools	2021-22
Add student role to the BHNHub to provide information and tools that improve their overall experience with the Board. Examples include: <ul style="list-style-type: none"> Personalized access to digital resources Metrics on their progress towards graduation Method to manage volunteer hours 	2022-23
Leverage the BHNHub to provide timely learning opportunities that enable students to take greater advantage of the digital productivity and learning tools provided by the board. Creating and distributing these learning opportunities centrally increases efficiency, quality, and reach.	2023-24

Enhancing Access to Digital Tools for the Modern Worker

Action	Timeline
Work with stakeholders to identify and expand the use of dashboards to include a broader range of information relevant to their function in the Board. For example: <ul style="list-style-type: none"> Expand the principal dashboard to consolidate academic, staffing, and building data into a more comprehensive and usable view Create a dashboard for each business services department that includes key metrics 	2023-24
Review staff access to technology, software, and infrastructure by job class, to identify opportunities to increase consistency in access, promote flexibility in use, and to provide predictable experiences regardless of device and location.	Annually



Enhancing Staff Development

Action

Timeline

Improve overall user experience and reduce the need for staff training through developing standards. Examples include:

2022-23

- Develop and promote standardized practices in Teams (e.g. purpose and use of General channel, private channels for specific functions, standards around memos, schedules, health alerts, etc.)
- Develop and promote standards for resource creation (e.g. software used, styles, branding, etc.)
- Develop and promote standards for resource storage (e.g. PDF format, where resources are stored, where original documents are stored, file naming conventions, tagging conventions, retention policies, etc.)
- Develop and promote standard processes that end users engage in to access answers to their questions

Use common processes from other domains to identify needs, promote awareness, and provide access to information. Examples include:

2022-23

- Leverage the BHNHub to “push” targeted, timely, and personalized learning opportunities for individual users (e.g. professional learning opportunity for NTIP educators, micro-learning on new math curriculum for intermediate teachers, report card supports to secondary educators on a specific date, etc.)
- Leverage SharePoint and Teams to provide a search-based experience that enables users to locate information “on-demand”

COMMUNITY AND ENGAGEMENT

BOARD STRATEGIC PLAN: Belonging for All

BUSINESS SERVICES OPERATIONAL PLAN: Excellence in Business Services, Community & Engagement

Parents, students, and staff are growing familiar with digital spaces and the efficient and timely mechanisms organizations use to promote their services and support their users. A Board parent portal would provide all users with efficient access to applications and information required to support their duties or meet their needs. BHNHub was launched for staff in the fall of 2019 to support those needs. BHNHub follows responsive design standards and is AODA compliant. The information presented is personalized to the user’s role and school or department they work in.

Supporting Parents

Action	Timeline
Add parent role to the Board portal to enable more efficient access to resources that support student learning and the overall experience with the Board. Examples could include: <ul style="list-style-type: none"> • Efficient access to their child(ren)’s Brightspace learning course(s) • Digital notification of school trips, hot lunch, etc. with digital signature and online payment experience • Efficient opportunity for registration, updating information, and annual student verification • Tools that support notification and management of concussion management tools, • Metrics on their child(ren)’s progress towards graduation etc.) digital resources, method to manage volunteer hours, etc.) 	2022-23

Board Website

Action	Timeline
Work with Communications department to conduct review of current website and establish a plan moving forward including the selection of a platform that will best serve the Boards needs and allow for additional functionality.	2021-22
Work with Communications department to determine the need of an App (either part of the website or separately) to help with communication and engagement with parents.	2023-24



IT AND INFRASTRUCTURE

BOARD STRATEGIC PLAN: Teaching and Learning

BUSINESS SERVICES OPERATIONAL PLAN: Excellence in Business Services, Teaching and Learning

Effective Information Technology services and reliable infrastructure are fundamental to the core teaching, learning and administration activities of the Board. It is essential that the Board leverages its considerable existing and planned investments in people, systems and technology to improve access to, and management of, information that supports our teachers and students.

Fast and Reliable Network Connectivity

Action	Timeline
Upgrade all wireless access points to support increased use of mobile technology in our schools and admin offices	2022-23
Continue to work with Ministry of Education to ensure standards for the Broadband Modernization Program are sustainable and begin planning for next phases	Annually
Monitor network and bandwidth consumption at all locations to ensure network services are adequate for modern learners and employees	Annually
Prepare for RFP process for all site WAN Links	2024-25

Excellence in IT

Action	Timeline
Replace current work order system with an IT Service Management (ITSM) package that not only records ticket information but integrates asset management, advanced metrics and reporting and a knowledgebase.	2021-22
Use data including dashboards and reports from new ITSM system to evolve, refine and improve processes involved in end-user support	Annually
Examine key concepts of ITIL and COBIT and implement relevant processes into IT service practices to ensure service response time and customer satisfaction levels are high.	2021-22
Identify key areas for IT staff training and PD to ensure all staff have the skills necessary to deal with the vastly changing IT environment.	Annually

Cyber-Security

Action	Timeline
Recommend a permanent Security Analyst position to ensure the Board's interests in this area are effectively managed and not conflicting with other duties assigned to an individual with a broader support role	2021-22
Examine the feasibility using SIEM to help analyze security logs. Work with ECNO and other school boards to see if a SIEM shared service could be developed to help introduce the technology at a reduced cost	2022-23
Development of security-centric policies, procedures, and protocols to assist staff and students with the understanding of requirements or processes necessary to keep them safe while online	Annually
Implement district wide cyber-security training modules that will help end users increase their knowledge of safe practices while online.	2022-23
Continue the process of conducting yearly network penetration and vulnerability assessments by third-party security companies	Annually

Backup and Disaster-Recovery

Action	Timeline
Migrate legacy tape backups to cloud based "blob" storage that will result in costs savings and less reliance on physical spaces to store backup material.	2021-22
Continue yearly review of backup documentation, including the IT continuity plan, to ensure it aligns with the Board's expectations and forthcoming business continuity plan.	Annually
Work with Business Services departments to ensure backups are aligned with forthcoming Data Retention and Classification policies and ensure each department is aware and comfortable with retention periods applied to their specific data.	Annually

Modernizing Telephony and Communication Tools

Action	Timeline
Replace antiquated on-premise PBX systems with VOIP solution and all Board sites	2021-22
Promote the usage of Microsoft Teams as the primary platform for internal communications and collaboration.	Annually
Ensure that all Board locations have the equipment and capability to conduct online meetings and web conferences	2021-22

Cloud Computing

Action	Timeline
Perform cloud maturity assessment to determine key candidates and logical next steps further server migration to the cloud.	2021-22
Use the data from the cloud mature assessment to identify key systems that can be migrated to cloud spaces such as Azure.	2022-23

PROCESS OPTIMIZATION

BOARD STRATEGIC PLAN: Teaching and Learning

BUSINESS SERVICES OPERATIONAL PLAN: Excellence in Business Services, Stewardship of Resources

The main goal of process optimization is to reduce or eliminate time and resource inefficiencies, unnecessary costs, bottlenecks, and unintended mistakes while achieving the process objective. By improving and optimizing processes the Board can better utilize its resources which will lead to better business practices and ultimately better results, and overall higher stakeholder satisfaction.

Records and Retention Management

Action	Timeline
Work with other business services departments to support the use of LaserFiche for document flows and historical document retention.	2021-22
Work with other business services departments in the construction and implementation of a records and retention policy.	2021-22
Work with Communications department to support efforts on training staff on proper records retention, storage and management.	Annually

Managing Digital Resources

Action	Timeline
Refinements to existing processes (e.g. IT Investment Request, concussion protocol, student excursions, etc.) to promote more efficient use of Board resources and increase the ability to manage, monitor, and measure the impact of investments.	Annually
Review productivity and learning resources provided to staff and students (e.g. Office 365, Brightspace, the BHN Hub, Teams, as well as digital resources licensed by the Board, by schools, or by educators) to identify challenges, improve access, and realize efficiencies in how they are managed over their lifecycle.	Annually

Student Information System

Action	Timeline
Assemble a committee to review the current SIS and determine if the current platform fits the needs of the Board and is the best solution moving forward.	2021-22
Should the committee recommend a change in direction with our current SIS, ITS would work with curriculum, special education, and business services partners to select and implement the new SIS and provide training to staff.	2022-23
