Digital Planning Update
May 12, 2018

Presentation to Board of Trustees
Martha Whitehead, Vice-Provost (Digital Planning) and University Librarian
Jennifer Doyle, CIO and Associate Vice-Principal (ITS)
Key Messages

• Digital planning is a continuous journey building on strengths
• It is driven by the university’s vision for its core missions
• We need to be agile and responsive
• We need to build a solid infrastructure foundation
• This is a process of ongoing community engagement
What is digital planning?

“The university’s vision for its core mission of learning and research, as seen through a digital lens.”

Key Ingredients: Human Resources | Technical Infrastructure | Policies and Processes
Why is it important?

Some Queen’s discussion group observations

- Digital is changing everything: mission critical
- Community: the human experience
- High expectations
- Queen’s experience online
- Digital literacy
- Collaboration and agility
- The time is right to act
# Our Approach

## PLANNING PHASES

1. **Framework:**
   - Environmental scan
   - Engagement
   - Vision, Principles
   - Digital maturity model
   - Governance and operating models

2. **Strategy:** developing priorities

3. **Implementation**

## IN PROGRESS

- Learning, Research
- ITS Operating Model Review
- Capital Asset Management Plan
- Cybersecurity Program Plan
**Core team tasked with engaging stakeholders:**

<table>
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<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Barbara Crow</td>
<td>Dean, Faculty of Arts &amp; Science</td>
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<td>Jennifer Doyle (Co-Chair)</td>
<td>CIO and Associate Vice-Principal (ITS)</td>
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<td>John Fisher</td>
<td>Interim Vice-Principal (Research)</td>
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<td>John Metcalfe</td>
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<td>Jill Scott</td>
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<td>Martha Whitehead (Co-Chair)</td>
<td>Vice-Provost (Digital Planning) &amp; University Librarian</td>
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<td>Heather Woermke</td>
<td>Associate Vice-Principal (Finance)</td>
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Environmental Scan

Comprehensive digital strategies in universities are rare. Areas of focus may include:

- digital student experience,
- digital skill sets, students and/or staff,
- digital support for teaching,
- research on the impact of digital on society,
- research on technologies (e.g. AI),
- research using technologies (e.g. digital humanities),
- data repositories/archives for knowledge sharing,
- administrative/operational functions, and
- marketing and institutional branding.
Engagement

MARCH-MAY 2018
Discussion Groups:
• How is digitalization affecting universities/Queen’s?
• What principles and priorities should guide us?
• Online credentials strategy

2018-19
Consultations to develop strategic priorities

NOVEMBER 2018
Principal’s Symposium: Digital Journeys

www.queensu.ca/strategicplanning/digital
Considerable strengths to build upon and planning in progress

- Teaching and learning
  - Online courses and enhanced learning experiences
  - Open Education Resources (OER) planning
  - Online credentials strategy development

- Research and innovation
  - Highly advanced deployment of digital technologies
  - Digital research infrastructure planning
  - Digital scholarly record (access to research results) planning
Architecture Behind the Strategy

- Business
- Data
- Applications
- Technical Infrastructure
- Services/People
- Security
Cybersecurity Program Plan Development

Program Mission

“To provide a secure digital information environment that enables members of the Queen’s community to fulfill the University’s mandate with confidence.”

Program Goals

- **PROTECT**
  - the digital information environment
- **DETECT**
  - events and maintain situational awareness
- **RESPOND**
  - to incidents promptly
- **RECOVER**
  - from incidents efficiently & effectively
- **ADAPT**
  - to the changing threat landscape
- **CONDUCT**
  - sustainable and secure operations
- **FOSTER**
  - a security-aware and informed community
ITS Operating Model Review

How we orchestrate our capabilities to achieve the University’s strategic objectives – “how work gets done”

• Must adapt the current model to succeed with digital transformation
• Need to transition from a traditional asset-based model to a service-optimized model
• Goals are to:
  o improve speed, agility and responsiveness,
  o foster dynamic interactions and collaborative partnerships,
  o ensure IT investments are transparent and driven by demonstrable business value, and
  o deliver a well-defined strategic IT services portfolio
• Stakeholder engagement is key
Capital Asset Management Plan

• Queen’s is developing a long-term asset management plan
• IT Infrastructure will be included in this plan:
  o conditions and adequacy,
  o asset maintenance plan, and
  o capital development/renewal plans.
• Benefits:
  o brings visibility and transparency,
  o provides opportunity to optimize future investments based on better understanding of current picture, and
  o enables us to take a holistic approach to IT asset planning.
Key Takeaways

• Digital planning is a continuous journey building on strengths
• It is driven by the university’s vision for its core missions
• We need to be agile and responsive
• We need to build a solid infrastructure foundation
• This is a process of ongoing community engagement
Questions?