

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

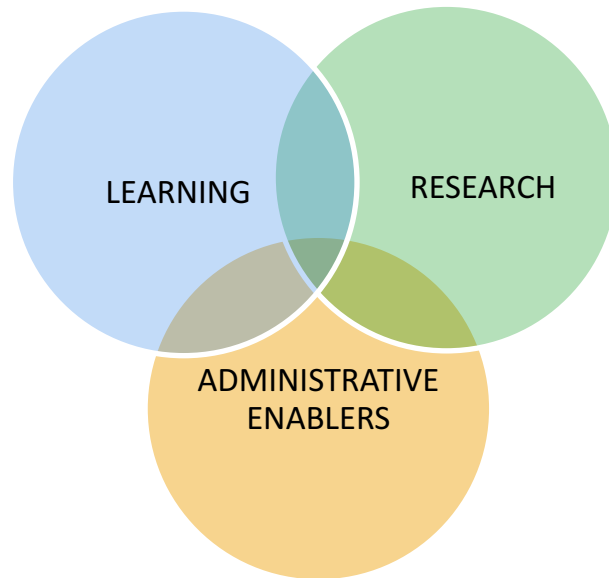
- Digital planning is a continuous journey building on strengths
- It is driven by the university's vision for its core missions
- We need to be agile and responsive
- We need to build a solid infrastructure foundation
- This is a process of ongoing community engagement

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

Digital Planning Project Group



Core team tasked with engaging stakeholders:

Barbara Crow	Dean, Faculty of Arts & Science
Jennifer Doyle (Co-Chair)	CIO and Associate Vice-Principal (ITS)
John Fisher	Interim Vice-Principal (Research)
John Metcalfe	University Registrar
Jill Scott	Vice-Provost (Teaching and Learning)
Megan Sheppard	Associate Vice-Principal (Planning and Budget)
Martha Whitehead (Co-Chair)	Vice-Provost (Digital Planning) & University Librarian
Heather Woermke	Associate Vice-Principal (Finance)

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.

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

In progress: Teaching, Learning, Research, Innovation



Considerable strengths to build upon and planning in progress

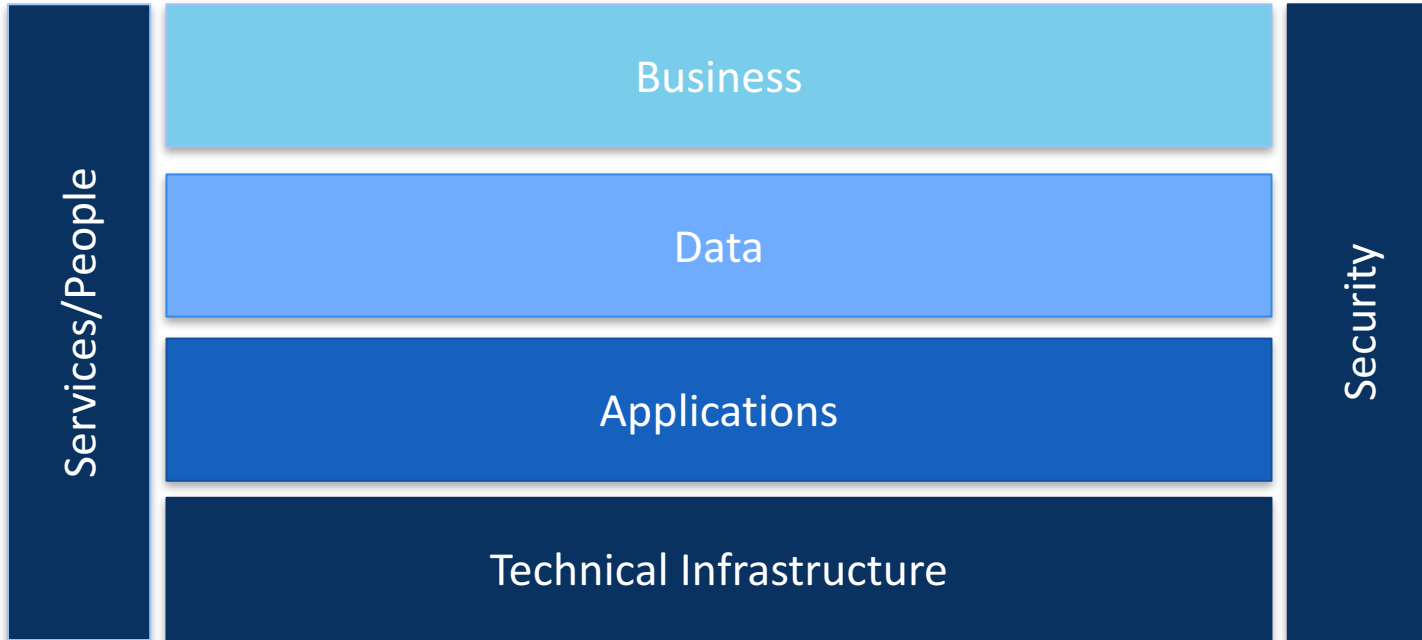
○ Teaching and learning

- 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



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:
 - improve speed, agility and responsiveness,
 - foster dynamic interactions and collaborative partnerships,
 - ensure IT investments are transparent and driven by demonstrable business value, and
 - 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:
 - conditions and adequacy,
 - asset maintenance plan, and
 - capital development/renewal plans.
- Benefits:
 - brings visibility and transparency,
 - provides opportunity to optimize future investments based on better understanding of current picture, and
 - 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?

