STRATEGIC OPERATIONAL PLAN – FISCAL 2020/2021 PLAN

Action Item #	Action Description	Action Start Date	Planned End Date	Responsible Person(s)	Comments
STRATEGIC PRIORITY: PROFESSIONAL DEVELOPMENT					
1	Establish a committee of board and EAC members to drive PD Research and Resources.	December 2020	Spring 2021	Executive Director DBD / DCS EAC Volunteers BOD Volunteers	Training for security, etc. How do we encourage security certification? Enhanced PD Offerings Training partners
2	Technology Specific Professional Development Training	September 2020	Ongoing	Shared Services, Board IT Staff, Vendor DBD / DCS and EAC	Will work with member Boards and Training partners to identify PD / Training needs.
STRATEGIC PRIORITY: GROW SHARED SERVICE OFFERINGS					
1	Project Management/Consulting as a Service	January 2021	June 2021 August 2021	Shared Services, Board IT Staff, Vendors ED, DBD, DCS	Staff to work with EAC to identify areas of opportunity for consulting services from existing staff.
2	Security Services (PISO / RISA / RISA as a Service)	September 2020	Ongoing	ED PISO DCS	RISA opportunities continue to grow and will be addressed in the coming months.
3	Vetting of Applications for Security and Privacy Project (VASP)	October 2020	Ongoing	DBD, Joint OASBO PIM/ICT/SCM	Repository Development / maintenance Governance through EAC

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STRATEGIC PRIORITY: REFERENCE ARCHTECTURE DEVELOPMENTS					
1	Completion of the ERP Reference Architecture in January 2021. Once complete, work with OECM and Boards to undertake an RFP for a new Provincial ERP system. Determine ECNO's role in future ERP deployments (vendor agnostic).	July 2020	Ongoing	ECNO led RA team, CSC, Ministry, OECM	
2	Completion of the SIS Reference Architecture in spring / summer 2021. Determine ECNO's role in Implementation of the SIS Reference Architecture to support all SIS implementations in Ontario (vendor agnostic)	January 2021	Ongoing	ECNO led RA team, CSC, Ministry	
STRATEGIC PRIORITY: OASBO PIM / CYBER SECURITY TRAINING					
1	OASBO PIM Cybersecurity Training re: OSBIE Update Following on the joint ECNO / OSBIE Cyber Security road show in February, develop a plan to share this content with additional regions in the province.	January 2021	Ongoing	ED and Staff PISO	PISO to work with OSBIE staff to develop awareness training.
2	RISA Security Training as a Service Working with member Boards who are RISA service members, support RISA mentorship along with Board staff security training enhancement.	September 2020	Ongoing Plan developed by April 2021	PISO ECNO staff as required	Will support long term RISA secondments as future professional learning opportunities.

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STRATEGIC PRIORITY: ECNO / GOOGLE PARTNERSHIP					
1	Support and maintain a google user group to address operational issues.	September 2019	ongoing	ED, DBD, DCS	Google User group was created in 2019 to support development of the Privacy agreement. Will be reconvened as the needs arise.
2	Other Google Initiatives: Discover opportunities for Shared Services in the Google environment. Establish a Google presence at the ECNO Conference	January 2021	June 2021	ED and Staff STSAC	Connect with Google partners to explore opportunities.
STRATEGIC PRIORITY: Facilitate and encourage meaningful interaction between our members and corporate partners					
1	Maintain membership levels and build relationships at various levels in Ontario boards	January 2020	ongoing	ED and Directors	As COVID restrictions are lifted, the ED and Directors will continue outreach to Boards.
2	Build an expanded membership program that focuses on member retention and recruitment from other interested educational organizations. Grow Membership • Indigenous and First Nation • School Authorities • Provincial Schools	January 2020	ongoing	ED and Directors	Have developed MOUs with both OESC and OASBO in 2020. Continue outreach to OECM and the Ministry, with whom we have partnered on many projects this year.

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3	Expand our current communications to make our member engagement a venue for members to share their specific IT challenges and successes. Expand Communications • Web Site • Newsletter • RFQ for Marketing Services	January 2020	Web development renewal August 2021	ED and Directors Exec Assistant EAC	Working with Administrative Assistant and web team take advantage of ecno.org site to provide additional engagement for member Boards. Work with EAC to identify areas of growth. Marketing Services RFQ completed in November with plans to implement in 2021.
4	Facilitate and encourage meaningful interaction between our members, other educational leaders and corporate partners so they can better connect and learn from one another	January 2020	ongoing	ED and staff Conference committee EAC, ETAC, shared services	Conference committee items.
5	Develop a paid corporate membership program that clearly adds value to industry partners. DBD developed new ECNO Vendor Guidelines with the assistance of the EAC in spring 2020. Work with the ECNO conference committee to explore ways the new corporate membership program can be incorporated into conference planning.	January 2020	Creation of the Vendor/Member Value Equation document - June 2021	ED and DBD EAC, BoD	As plans for future conferences are developed, the ED and DBD will work with the conference committee to develop value-added corporate memberships. Corporate Membership • Connect with Conference to co-promote • Develop program of web presence and conference sponsorship. (through EAC)

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6	Strengthen our relationship with the ministry and facilitate stronger relationships between ECNO members, the ministry and our peer organizations. Have developed a strong relationship with CIO for the cluster and have supported significant projects in the 2020 year.	January 2020	Ongoing	All - ED and Directors Non-traditional or new external partnerships – above plus EAC, BoD	Continue to engage with Ministry and partner organizations to identify opportunities for shared projects.
7	Strengthen our relationship with OECM to explore how our implementation skills and knowledge can enhance their service offering.	January 2020	Ongoing	ED and Directors	We continue to engage with OECM leadership to identify areas of potential partnerships. • VASP for OECM acquired products • OSAPAC future support
8	COSN Partnership	September 2020	Ongoing	ED and ECNO staff BoD, EAC	• CIO Survey (Mar 2021) • IT Leadership Role - CETL Certification (CIO vs. IT Manager, etc. – Aug 2021) • Additional Professional Learning (ECNO becomes a COSN Chapter – June 2021)
9	Application inventory survey	January 2021	June 2021	ECNO, EAC, Board IT Staff	Work with EAC, OASBO ICT and OECM staff to support a member Board survey of software application use.

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10	Microsoft Premier / EES License Renewal	September 2020	Ongoing	ED and DCS	EES licenses for Boards (Renewal Nov 1st 2020). Work with Microsoft and the ECNO Premier Boards on workshops, service calls/satisfaction survey and the Premier renewal for 2021.