




Academic Quality




2. Advancing Exploration, Innovation and Achievement in Scholarship, Research and

Support research technology


Action/Strategy	Measurable/Milestone	Status
Provide advice and guidance to researchers on grant submissions technology and facilitate sourcing for projects where necessary.	1) Procedure for UIT review in the grant development stage where there is a significant technology impact	 Completed
Evolve UIT's portfolio of services for researchers including integration with services available from University partners and external agencies/consortia.	1) Service portfolio is published and current.	 Completed
Increase access for faculty and graduate students to specialized software packages through advantageous pricing and administration of licenses for broad and easy distribution.	1) Published and maintained catalog of available software packages	 Completed

Student Success


Grow and sustain online tools and resources in support of teaching and learning. 3

Action/Strategy	Measurable/Milestone	Status
Support of efficient and effective eLearning by sustaining and deepening existing online tools and resources and by adding new tools and resources.	1) Milestone: Develop service roadmaps 2) Roadmap maintenance and tracking service status and progress to roadmaps 3) Performance measures including average response time and service availability 4) Usage trends	 Progressing
Support faculty members as partners in the selection and design of educational technology and its support.	1) Milestone for establishment of clear and documented consultation processes and mechanisms 2) Milestone for communication of processes and mechanisms to community 3) Annual report of consultations with community, including questions asked and results obtained 4) Annual summary of educational technology progress reports to community	 Completed
Improve the overall quality and coherence of the overall portfolio of eLearning tools and resources, including making them mobile-friendly.	1) Completion of milestones: (a) creation of roadmap to achieve maximum % of teaching and learning applications and resources that are mobile-friendly, (b) design and consultation with community on unifying eLearning brand, (c) deployment of new eLearning brand with a communication plan, 2) Annual update of list of level of mobile-friendliness for teaching and learning applications/resources	 Progressing

Grow and sustain physical classroom facilities in support of teaching and learning 3

Action/Strategy	Measurable/Milestone	Status
Further the eLearning strategy through support of efficient and effective learning and teaching along with innovation in pedagogy via application of classroom technology and classroom design.	1) Upgrade and renewal plan in place and approved, 2) Satisfaction with the classroom technology services and support (bi-annual survey) 3) Number of classrooms equipped with technology (based on plan) 4) How many teaching spaces adhere to adopted standards.	 On Track


Support student engagement by creating opportunities, with the University IT environment, for experiential learning. 3

Action/Strategy	Measurable/Milestone	Status
Provide opportunities for students to develop IT skills in a complex Enterprise environment by using the Work Study Program [OM] and partner with other Divisions that engage students in an experiential learning capacity	1) Number of work study students employed per year, and UIT teams in which they work with a view to as broad participation as possible	 On Track


Student Success

4. A Student-Centred Approach

Foster innovation for the benefit of students, faculty and staff

Action/Strategy	Measurable/Milestone	Status
Create an E-Campus Innovation Garage	1) Put together an initial team to explore innovative projects 2) Nominate a head 3) Normalize operations 4) Celebrate the first innovative product 5) Create momentum	 On Track



Provide flexible and state-of-the-art infrastructure to support student-centered initiatives

Action/Strategy	Measurable/Milestone	Status
Implement a next generational Student Information System (SIS)	1) Consult with the community and key stakeholders 2) Create RFP plan and strategy for the SIS Program 3) Develop and validate use cases with key stakeholders 4) Develop target architecture (including BI & Data Analytics, Integration, CRM, IAM) 5) Implement and integration SIS	 On Track


Engagement and Outreach

5. Enhanced Campus Experience

Provide service and supports that are broadly accessible by students in support of their learning and campus experience, with particular attention to mobile, commuter students.



Action/Strategy	Measurable/Milestone	Status
Create and maintain a highly connected campus environment for students, primarily through wireless networking.	1) Milestone completion for: (a) establishment of minimal standard for a classroom to be covered via WiFi (e.g. number of students/devices/bandwidth), (b) establishment of methodology to assess number of classrooms covered, (c) establishment of a list of non-classroom spaces to be covered and a minimal standard for what coverage means, (d) establishment of strategy to support Internet of Things for students (e.g. number of devices per students, bandwidth per device, network architecture) 2) Annual report on % of classrooms covered and % of designated non-classroom spaces covered 3) Annual comparison of York statistics to most recent ECAR averages for devices per student 4) Annual report on utilization of wireless service, e.g. peak bandwidth from all WiFi access points, ideally for students alone 5) Overall student satisfaction (bi-annual survey) with comparison to most recent ECAR student satisfaction scores	 Completed
Provide information technology services, facilities and tools that contribute to a supportive and productive environment for students.	1) Milestone completion for: (a) create baseline catalogue of general services offered by UIT directly to students such as email, calendaring, printing, file sharing, free anti-virus and other desktop software, computer labs, and collaboration services, (b) initial assessment of service catalogue relative to student needs to identify gaps if any 2) Bi-annual assessment of service catalogue relative to York competitors and standard sources such as EDUCAUSE, leading to prioritized list of desired enhancements and new services 3) Monthly service availability 4) Bi-annual report on student satisfaction with services UIT offers to them directly, including level of mobile-friendliness 5) Extend online Expense Claims service to students (Concur)	 Progressing

Work with others to enhance the digital experience through the provision of services online. Use information technology to make interaction with the University (tools, content, staff, services) easier for prospective students, current students, and alumni

Action/Strategy	Measurable/Milestone	Status
Maintain and enhance a comprehensive portfolio of student-oriented services that are responsive, highly usable, mobile-friendly, organized into portals as appropriate, and fulfill the needs of students and the York groups that support them.	1) Completion of milestones: (a) creation of roadmap to achieve maximum % of applications and resources offered with others that are mobile-friendly, (b) widespread rollout of responsive web template on applications and resources offered with others 2) Monthly service availability 4) Portfolio of associated application maintained and reviewed bi-annually to guide planning.	 On Track




Engagement and Outreach
6. Enhanced Community Engagement

Help improve York's reputation indirectly through partner support and directly through University IT leadership in best practice.


Action/Strategy	Measurable/Milestone	Status
Partner with other units in the community to deliver communications or events that enhance the University's reputation.	1) Annual report of partnerships and impact	 On Track
Continue to demonstrate leadership in the university IT community. Leverage conferences, award programs and participation in external industry groups to raise the profile of successes with IT at York.	1) Annual log of reviewed presentations given 2) Annual log of conferences and other multi-institution meetings with representation from UIT 3) Organize an annual IT Day for those involved in IT planning, support and decision making at the University	 On Track

**Enabling the Plan
7. Enabling the Plan**

Establish foundational structures to improve IT's capacity to deliver

Action/Strategy	Measurable/Milestone	Status
Creation of a Strategic Plan for 2019-2020	1) Creation of IT Strategic Planning Steering Committee 2) Review of past consultation and analysis documents 3) Meeting with key stakeholders 4) Townhalls 5) Submission to University Leadership	 Completed
Creation of IT Governance Structure	1) Consultation with key stakeholders 2) Write IT Governance document 3) Establish a governance steering committee (ITEX) 4) Create all relevant committees 5) Normalize activities of IT Governance 6) Maintain and publish list of prioritized projects for broad consumption	 On Track
Implement Enterprise Architecture framework	1) Document current state and assess opportunities 2) Create EA target 3) Create EA roadmap(s) 4) Establish EA principles and standards 5) Create EA Framework and Governance 6) Normalize EA activities, especially in the EAC	 On Track

Resource Integration and Sustainability: Ensure on-going alignment of information technology resources with the University's strategic and academic priorities.


Action/Strategy	Measurable/Milestone	Status
Support and maintain the processes of project portfolio management process, service measurement program and integrated, pan-institutional IT planning.	1) Milestone – Identification and development of a project portfolio management system to allow for integrated pan-institutional IT planning in support of the IT Governance group	 Progressing

University Information Technology

PLANID: 1134

Strengthen the communication and collaboration with Facilities Services in support of better aligned execution of telecommunications and audio-visual deliverables for construction and renovation projects

1) Milestone - develop and publish associated building standards in accordance with the Master Specification Master Format Divisions. 2) Milestone - develop and publish Division of Scope RACI charts for different project types including: Standard renovation, Major renovation and New Construction 3) Milestone - Definition of an integrated resource model to achieve projects

 On Track

Put in place integrated service agreements that reflect service standards and measures (in support of SHARP).

1) Milestone - Common service agreement in place to support SHARP. 2) Percentage of units served by UIT with service agreements in place (increase). 3) Adherence/compliance to service agreements - reported annually.




 Progressing

Establish a communications plan to keep the community informed of IT changes and IT outages

1) Formal documented process for notification in place 2) Measure volume of notifications and mediums, # or volume of responses, likes, re-tweets (should include social media) 3) Communications plan documented and awareness within UIT 4) Communication channels setup and major incident protocol tested

 Progressing

Resource Integration and Sustainability: Establish and maintain a reliable, responsive, and sustainable information technology environment.


Action/Strategy	Measurable/Milestone	Status
Develop and maintain integrated multi-year roadmaps of IT infrastructure elements to ensure sustainable renewal and to adapt to changing demand.	1) Infrastructure sustainability plan in place 2) Efforts/achievements to plan 3) Issue rates with root cause infrastructure - trending to decrease 4) Maintenance deficit reporting	 Progressing
Continue to mature application planning, acquisition, implementation, testing and support processes, including regular assessment of the application portfolio and maintenance of documented data and application architectures.	1) Milestone completion of: (a) expansion of application portfolio scope to Faculties, (b) establishment of sustainable repository of and processes for data and application architectures, (c) establishment of robust quality assurance function, (d) creation of system integration vision including architectures and documentation standards, (e) creation of roadmap to implement the system integration vision 2) Bi-annual application portfolio data gathering and analysis 3) Annual tracking progress to system integration roadmap 4) Bi-annual assessment of impact vs cost of system integration initiative	 Progressing
Design, implement and support the University's core information technology infrastructure as a highly available, resilient operational environment and extend and adapt it to changing needs.	1) Measures - track breadth/scale of key infrastructure elements and year to year change (e.g. number of network end points, number of servers). 2) Availability - Time lost to planned and unplanned interruptions (track to decrease). 3) Establish planned vs unplanned interruption targets and measure against (e.g. 99.9% uptime not including planned outages, 97.5% including planned outages)	 Completed

University Information Technology






PLANID: 1134

Continue to improve technical management and service management and delivery processes and capabilities.


1) Milestones - (a) Establishment of tracking mechanisms (e.g. bar code/asset inventory system) (b) Review service desk solution (c) Implementation of application virtualization 2) Number of incidents (track to decrease).

 On Track




Resource Integration and Sustainability: Manage risk to the confidentiality, integrity, and availability of University data, applications, information, and communication systems.

Action/Strategy	Measurable/Milestone	Status
Support institutional governance of information security risk	1) Governance entity established 2) Initiate compliance monitoring and reporting for regulated data 3) Establish risk register for information security risks	 Progressing
Establish Information Security Policy, data classification guidelines and related standards.	1) Data classification scheme 2) Number of security program audit items (track to zero) 3) Establish security control standards corresponding to the information classification framework	 On Track
Replace Passport York - unify and extend identify management and directory services for improved control of account and access management, and support enhanced authentication capabilities.	1) Implementation of a common directory service. 2) Number of user ID's available/required per unique person (track to decrease to 1:1). 3) Percentage of community using the common directory. 4) Transparency of rules for granting authorizations based on roles. 5) Speed of de-authorizing an employee with changed status.	 Progressing
Develop cyber security awareness program for staff and faculty. Extend and improve program for students.	1) Awareness grade capability established for all participating staff, faculty and students. 2) Milestone - Security awareness communications program developed and in place 3) Number of staff, faculty and students reached - annual and cumulative.	 Completed
Upgrade and augment tools and capabilities for Information Security.	1) Establishment of Roadmap for renewal/replace/implementation (tracking to plan)	 On Track




Resource Integration and Sustainability: Provide integrated systems, data and information necessary to support evidence-based planning and decision-making.

Action/Strategy	Measurable/Milestone	Status
Develop and implement roadmaps for information reporting tools that ensure broad access, continuity of services and to accommodate new and innovative analysis of information.	1) Application "health"- as measured through the application portfolio 2) Multi-year plans in place for EDW and operational reporting platforms. 3) Replace or upgrade platform for operational reporting (by 2018) 4) Completion of migration to Informatica ETL tool. 5) Augment EDW platform with visualization tools to accommodate new and innovative analysis of information.	 Progressing

Resource Integration and Sustainability: Work with partners within York to deliver solutions that enable effective and efficient operation of the University.

Action/Strategy	Measurable/Milestone	Status
Engage partners to identify and develop system/solution roadmaps that will allow the University to meet strategic goals, maximize existing solutions/investments, and improve integration of resources (people, processes, systems).	1) Establishment of consolidated partner-wide roadmaps 2) Annual maintenance of roadmaps to reflect changes in the environment and user needs 3) Annual tracking progress to roadmap/plan 4) Bi-annual customer satisfaction survey of associated users	 On Track
Deliver solutions through a mature project management discipline and greater integration of business process review and re-engineering and organizational change management.	1) Trend number of projects leveraging process review competency 2) Lessons learned survey on PM/PMO driven effectiveness evaluations 3) Establishment of change management standards for larger/complex projects 4) Bi-annual survey of partners and UIT internally of PMO services and value	 Progressing
Grow our capability around sourcing, implementation and integration of third party hosted/"cloud" based solutions and platforms.	1) Number of third party hosted/"cloud" solutions in place. 2) Number of integrations in place. 3) Adherence/compliance to standards 4) Institutional agreements with leading cloud platforms such as Microsoft Azure and Amazon AWS 5) Cloud computing costing model for budgeting and planning purposes	 Progressing

Valuing People and Strengthening the Workplace: Continue to contribute to a positive, collegial work environment at York.

Action/Strategy	Measurable/Milestone	Status
Build community by providing and supporting services and initiatives that enhance the communication and collaboration environment.	1) Milestones - (a) Implementation of a new email/calendaring service (b) Implementation of video-conferencing service (c) Enhanced voice-service through implementation of VOIP (d) Continued enhancement to yulink intranet. 2) Service utilization statistics	 On Track
Invest in professional and technical skill development in preparation of the upcoming University IT Strategy and Digital Transformation	1) Milestone - establish use of skill inventories (by 2017) 2) Milestone - Define required and/or preferred certifications by role 3) Percentage of staff with desired certifications.	 Progressing
Enhance the service culture within UIT through staff development and training, seeking feedback and actively engaging with colleagues in distributed IT units.	1) Milestone - Creation of a development program related to service delivery. 2) Percentage of staff trained	 Progressing

