University Information Technology

Top -5 Accomplishments - April 2020, Year-End Evaluation

- 1. Creation and launch of the Student Virtual Assistant. Working with IBM and Student Services, UIT developed a Student Virtual Assistant (SVA) consisting in a conversational AI trained to answer questions on programs and courses, student life (including events, extracurricular activities and mental health support) and career development. After a launch in January and March, the SVA will be continuously developed by the IT Innovation Lab.
- 2. Technology renewal of over 100 classrooms within a year. With a view to evergreening all 290 centrally bookable classroom, UIT has updated technology in over 100 classrooms this year.
- **3.** Conversion of the University to a nearly universal Work From Home and Remote Learning environment. In the wake of COVID-19, UIT was tasked with readying the University for remote work and learning. This involved automatically enrolling Zoom licensing (7000 for faculty, 55,000 for students), creating multiple VPN connections (up to 2500) and re-architecting the underlying network, making laptops (1000) and internet devices (100) accessible to users who didn't have the proper setting at home, train faculty, staff and students on multiple technologies (MS Teams, Moodle, etc.) during extended hours, including weekends.
- **4.** Foundation for UIT's largest project in its history: the SIS Renewal program. The Student Information System (SIS) is the largest IT project in UIT's history. Approved by the Board of Governors in April 2019, this project was launched in summer 2019. After intense preparatory activities (e.g. preparing use cases, formalizing the project structure, initiating communication and change management activities, hiring the Program Director, etc.), the RFSQ was completed and the RFP published in February 2020.
- 5. Enhancements to a key academic service: Moodle. Moodle has been enhanced to improve its resiliency and performance and accommodate increased demand at the start of the fall semester. Moodle now sits on highend hardware (details); it's software base is on a regular upgrade schedule (including the database software as well as up-to-date Moodle upgrades); it relies on automated testing cycles (load and functional).
- 6. Implementation of an Emergency Mass Notification system online. This system allows Campus Safety to easily and quickly send out message to multiple channels (online, text, phone, screens, etc.) across the University. This multi-year project contributed to making the University a safer place.

Academic Quality

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

Strategy/Action Measure/Milestone			
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 3. Enhanced Quality in Teaching and Student Learning			

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

Strategy/Action

On Track

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.

Support of efficient and effective eLearning by sustaining and deepening existing online 1) Milestone: Develop service roadmaps tools and resources and by adding new tools and resources.



2) Roadmap maintenance and tracking service status and progress to roadmaps

3) Performance measures including average response time and service availability

4) Usage trends

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Support faculty members as partners in the selection and design of educational technology and its support.	 Milestone for establishment of clear and documented consultation processes and mechanisms Milestone for communication of processes and mechanisms to community Annual report of consultations with community, including questions asked and results obtained Annual summary of educational technology progress reports to community 	9	Completed
	1) Completion of milestones:		Completed
	(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		

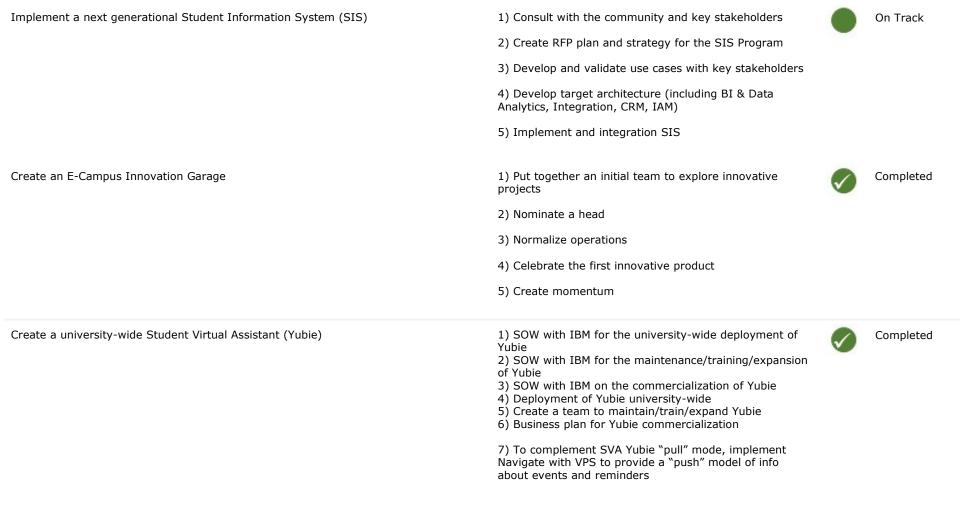
Provide opportunities for students to develop IT skills in a complex Enterprise environment by using the Work Study Program [OM] and partner with other Divisions that engage students in an experiential learning capacity 1) Number of work study students employed per year, and UIT teams in which they work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



Student Success 4. A Student-Centred Approach

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

Strategy/Action



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.

Strategy/Action

Completed

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

Progressing

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) Extend online Expense Claims service to students (Concur)

5) Support international education through appropriate solutions (MoveOn)

6) Initial development of Navigate (formerly YUSTART 1234) to deliver important events to new and ongoing students

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) Improve Moodle-related solutions
- 2) Improve student services related solutions



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.

Strategy/Action Measure/Milestone					
Continue to demonstrate leadership in the university IT community. Leverage	1) Annual log of reviewed presentations given		Completed		
conferences, award programs and participation in external industry groups to raise the profile of successes with IT at York.	 Annual log of conferences and other multi-institution meetings with representation from UIT 				
	 Organize an annual IT Day for those involved in IT planning, support and decision making at the University 				

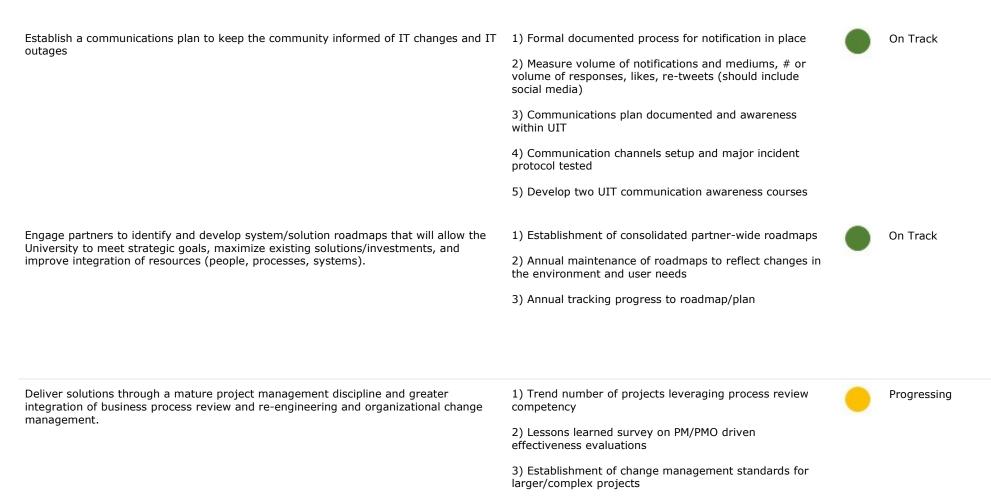
Enabling the Plan 7. Enabling the Plan

Continue to contribute to a positive, collegial work environment at York.

Strategy/Action

(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 3) Develop a digital workplace initiative to provide provide strategies for the institution to best leverage leading-edge collaboration and comport, training, and adoption strategies for the institution to best leverage leading-edge collaboration and communication tools, including the full range of Office 365 capabilities Support and maintain the processes of project portfolio management process, service through implement system to allow for integrated, pan-institutional IT planning. 1) Milestone - Identification and development of a project portfolio management process, service portfolio management system to allow for integrated pan-institutional IT planning. Progressing Strengthen the communication and collaboration with Facilities Services in support of the IT Governance group 1) Milestone - develop and publish associated building strategies for construction and renovation projects Completed states for different project types including: States for different project types including: Standard renovation, Major renovation and New Construction Completed states for different project types including: Standard renovation, Major renovation and New Construction	Build community by providing and supporting services and initiatives that enhance the communication and collaboration environment.	1) Milestones -		On Track
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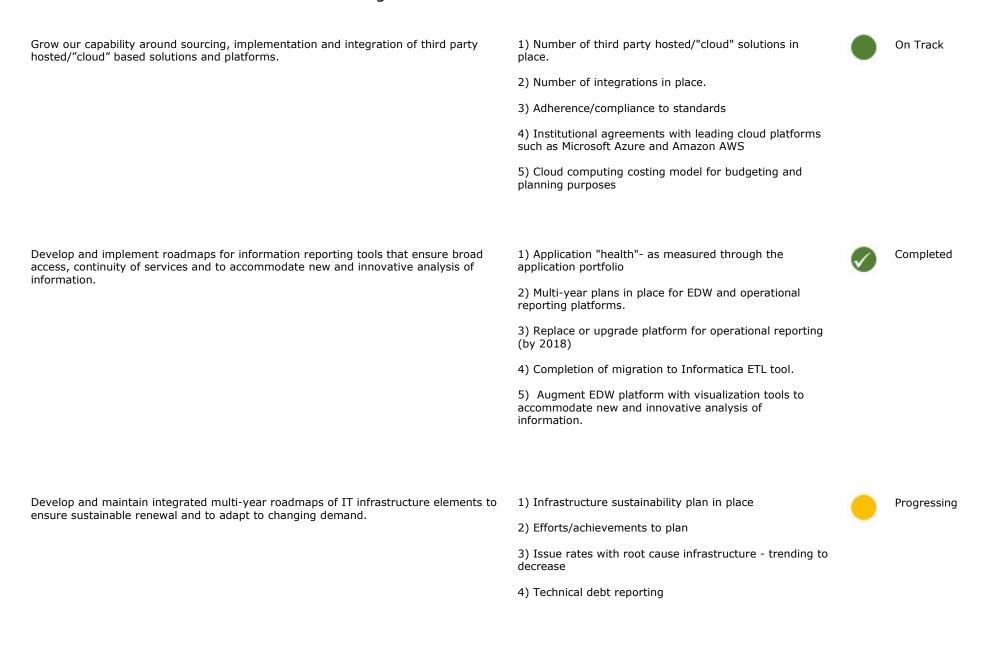
PLANID: 1214



4) Bi-annual survey of partners and UIT internally of PMO services and value

University Information Technology

Integrated Resource Plan 2019-2020



Completed

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 $% \left({{{\bf{x}}_{i}}} \right)$

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

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.

 Measures - track breadth/scale of key infrastructure elements and year to year change (e.g. number of network end points, number of servers).
 Availability - Time lost to planned and unplanned interruptions (track to decrease).
 Establish planned vs unplanned interruption targets and measure against (e.g. 99.9% uptime not including planned outages, 97.5% including planned outages)



June 2020

PLANID: 1214

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 (including relocation)

(c) Implementation of application virtualization

2) Number of incidents (track to decrease).

3) Major update of UIT website

Support institutional governance of information security risk



3) Establish risk register for information security risks

4) Perform external assessment of institutional cyber security risk

5) Develop next cycle of cyber security plan based on risk assessment and related priorities



University Information Technology

Integrated Resource Plan 2019-2020

Establish Information Security Policy, data classification guidelines and related standards.	 Data classification scheme Number of security program audit items (track to zero) 	Completed
	 Establish security control standards corresponding to the information classification framework 	
Replace Passport York - unify and extend identify management and directory services for improved control of account and access management, and support enhanced	1) Implementation of a common directory service.	On Track
authentication capabilities.	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.	
	6) Initial deployments of 2-Factor authentication	
	7) Launch next-generation Identity and Access Management initiative	
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.	Completed
	 Milestone - Security awareness communications program developed and in place 	
	 Number of staff, faculty and students reached - annual and cumulative. 	

PLANID: 1214

Upgrade and augment tools and capabilities for Information Security.	 Establishment of Roadmap for renewal/replace/implementation (tracking to plan) Initial deployment of advanced threat protection for endpoints Upgrade of intrusion detection system Upgrade of centralized log correlation and automated response capabilities Establish automated threat intelligence feed intake to information security systems Development of cyber incident response support plan for integration with university emergency management framework Update and development of cyber incident response processes and playbooks 	•	On Track
Create home-grown ability for process automation at York	 Complete RFP for a BPMS solution and purchase BPMS solution Hire a Business Process Developer Automated at least two processes 	•	On Track
Creation of a Strategic Plan for 2019-2020	 Creation of IT Strategic Planning Steering Committee Review of past consultation and analysis documents Meeting with key stakeholders Townhalls Submission to University Leadership 		Completed

PLANID: 1214

Creation of IT Governance Structure	1) Consultation with key stakeholders	Completed
	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	
Implement Enterprise Architecture framework	1) Document current state and assess opportunities	Completed
	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	
Develop a five-year UIT Implementation Plan (2019-2024)	 1) Initiative prioritization 2) Capacity planning 3) Timelines 4) Costing 5) Consultation with partners / stakeholders 6) Communication planning 	On Track