

DIVISION: Division of the VP Finance and Administration

UNIT: University Information Technology

PLAN ID: 1298

1. 21st Century Learning

Improve learning and collaborative technology in support of 21st century teaching and learning standards

Action/Strategy:

Refresh classroom technology on an evergreening basis

Measures/Metrics/Milestones:

Measurable:

- # of classrooms refreshed in previous year
- Percentage of refreshed classrooms vs planned
- Age of oldest classroom technology on campus as a metric
- Number of classrooms with technology older than 6 years

Evaluation Status:

On Track

Develop capabilities, tools and plugins in eClass for an enhanced student and faculty experience

Milestones:

- Upgrade to Moodle 3.9 in August 2020
- Improve eClass resilience by setting up a cluster
- Create new course formats
- Virtual Programming Lab
- Demo student block
- Integration of PHIPPA-compatible Zoom in eClass
- Include gamification into eClass
- Make Learning Analytics available to faculty
- Course Enrolment view in eClass to improve student experience at the start of term allowing them to access eClass content upon registration in courses without delay
- Instructor dashboard block within a course. Using AI, sentiment analysis, retrieves student progress/info and displays statistics to help instructors visually see student performance, needing help, etc.

On Track

Create a tool for seamless transfer of grades from eClass to SIS in the context of improving grade access for identification and support of at-risk students

Milestones:

- Consult with Faculties to determine workflows
- Map workflows
- Code the plugin
- Test
- Final tweaks

Discontinued

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Improve the online classroom experience beyond eClass

Measurable:

- Usage stats for Zoom
 - Usage stats for Lecture Capture
- Milestones:
- Integrate Zoom into eClass
 - Implement an improved cloud-based lecture capture system
 - Integrate O365 with eClass
 - Complete Online Proctoring RFP and eClass integration (Spring 2021)

Progressing

Improve access to technology for students, faculty and staff

Action/Strategy:

Create a "Tech Library" in collaboration with YU Library and the Department of Teaching & Learning

Measures/Metrics/Milestones:

Milestones:

- Define lending policy
- Train staff and students on Alma
- Implementation
- Communication
- Metrics

Evaluation Status:

Completed

Maintain a long-term laptop lending program during the pandemic, including internet access devices

Measurable:

- 1,100 of laptops rented out
- 95 of internet access devices rented out

Completed

Improve access to software for students, faculty and staff

Measurable:

- Utilize OnTheHub by Kivuto
- Set up Shibboleth for authentication
- Make Windows 10 and Microsoft Office suite available for download
- Make other software offerings available (as needed)

Completed

2. Knowledge for the Future

Improve confidential and secure research data storage and safeguarding intellectual property

Action/Strategy:

April 2021

Measures/Metrics/Milestones:

Evaluation Status:

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Allow researchers to use OneDrive for storage and safeguarding of regulated data such as Personal Health Information (PHI) data

- Milestones:
- Implement controls that will ensure that PCI, PHI and other regulated data are properly protected
 - Ability to audit and ensure compliance
 - Communicate the new capabilities to research

Completed

Provide resources and services for researchers to self-assess and improve protection of research data and systems.

- Milestones:
- Provide security self-assessment tools for researchers
 - Provide research-focused security guidance and threat assessment via information security website

On Track

3. From Access to Success

Advance the Enterprise Architecture strategy toward a digital institution capable of delivering on the next-generation student support

Action/Strategy:

Advance and bring to completion the overall SSRP program

Measures/Metrics/Milestones:

- Milestones:
- Create Program Charter
 - Create the Risk Register
 - Create the Business Case
 - Continuing support of the Program Executive Director
 - Resource hiring
 - Facilities
 - Governance
 - EA RFP and consulting
 - PMQA RFP and consulting
 - Finance forecast
- Application inventory

Evaluation Status:

On Track

Advance and bring to completion the procurement of SSRP-SIS

- Milestones:
- Publish RFP
 - Paper evaluation
 - Demos
 - Consensus
 - Negotiation
- Beginning of fit-gap

On Track

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Procure and implement the SSRP-CRM

Milestones:

- Paper evaluation
- Demos
- Consensus
- Negotiations
- Fit-Gap
- Final Negotiation

On Track

Advance and bring to completion the SSRP-Data Management project

Milestones:

- Acquire Data CookBook
- Provide data definition
- Establish data architecture
- Acquire integration platform (expected to come with SIS solution)

On Track

Improve current Student Information System to ensure critical capabilities until the next-gen SIS is implemented

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

Advance the Admissions Roadmap system to improve admissions processes and user experience

Milestones:

- Automation of SIS to FGS adjudication platform
- Gather requirements from stakeholder (OUR)
- Application/Integration development
- Test application /integrations
- Tweak and finalize

Completed

Enable systems to allow students to use a Chosen / Preferred Name rather than their legal first name for most university business

Milestones:

- Policy issuance
- Requirements
- Consult with OUR
- Map workflows
- Development
- Testing
- Final tweaks

Completed

Implement Common Grading Scheme (Grading Scale Project)

Milestones:

- Academic policy issuance
- Requirements
- Consult with OUR
- Map workflows
- Development
- Testing
- Final tweaks

Discontinued

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T4A Conversion to streamline and automate data preparation and data management

Milestones:

- Requirements
- Consult with OUR
- Map workflows
- Development
- Testing
- Final tweaks

Completed

Student Financial Services (SFS) server Support Transfer from OUR to UIT

Measurement:

- Move support for receiving and processing student loan payment to UIT.
- Upgrade OS
- Add automated Alberta’s province loan remittance reporting
- Eliminate user of outdated administrative account.

On Track

Milestones:

- Requirements
- Consult with OUR
- Map workflows
- Development
- Testing
- Final tweaks

Improve international student solution, MoveOn, by integrating it to SIS data

Milestones:

- Requirements
- Consult with OUR
- Map workflows
- Development
- Testing
- Final tweaks

Progressing

Markham Campus systems changes

Milestones:

- Requirements
- Consult with OUR
- Map workflows
- Development
- Testing
- Final tweaks

On Track

Create need-specific nimble software applications to improve student, faculty and staff experience

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:


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Create Campus Access Request Tool (CART) to reduce the complexity of administering campus access during the pandemic

- Milestones:
- Gather requirements from stakeholders
 - Program the application
 - Test application
 - Tweak and finalize
-
- Code and deploy additional features as needed

 Completed

Create a Scheduler allowing students to book rooms during the pandemic

- Milestones:
- Gather requirements from stakeholder (RO)
 - Program the application
 - Test application
 - Tweak and finalize

 Completed


Redesign of ARMS to modern standards

- Milestones:
- Secure funding
 - Consult with OIPA
 - Re-architecture
 - Python 2 to 3 conversion
 - Move to new framework
 - Coding
 - Test
-
- Final tweaks

 Progressing


Create an online curriculum manager for TAD (YUlearn)

- Milestones:
- Consult with TAD, PM Assigned (HR Roadmap)
 - Coding
 - Integrate with Peoplesoft
 - Test
-
- Final Tweaks

 On Track


Improve YUcard to accommodate remote submission and approval for students, faculty and staff

- Milestones:
- Review requirements
 - Submit LSRA for privacy review
 - Promote Product in production
 - Modify existing YUcard Photo Upload application to accept and review additional IDs to aid with remote approval & issuance of YUcard

 Completed

Implement T2200S report for faculty and staff

- Milestones:
- Design report
 - Implement report

 Completed

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Procure software applications to improve student, faculty and staff experience

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:


Implement a digital credential wallet

- Milestones:
- Consult with RO
 - Consult with Digitary
 - Clear information security and legal conditions
 - Build integration with SIS
 - Test
 - Launch

 On Track

Implement a new solution for Student Clubs & Organizations solution (YU Connect)

- Milestones:
- RFP issuance and award
 - Implementation
 - Test
 - Final tweaks

 Not On Track


Implement mobile ordering platform to facilitate ordering from food outlets on Campus for on-site community members

- Milestones:
- Submit documents for privacy & legal review
 - Develop rollout plan
 - Communication plan

 Completed


Modernize and digitize YUCard to make it more secure and extend it to smartphone and wearable devices (digital YUCard)

- Milestones:
- Submit documents for privacy & legal review
 - Address all pre-requisites for MFA
 - Address all pre-requisite hardware upgrades

 Progressing

Implement StarRez Web & Mobile components to existing StarRez platform to leverage mobile maintenance & student requests

- Milestones:
- Upgrade QA & test
 - Schedule upgrade platform
 - Complete Privacy assessment for Mobile
- Operationalize Mobile

 Not On Track

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Upgrade & deploy Campus Electronic Door Access Control platform (ProWatch) to leverage automation & integration features available in new version. This iteration will automatically sync users from SIS, HR & YuCard

Milestones:

- Complete new environment design validation
- Deploy new servers
- Import & sync users from systems of record (SIS & HR via YuCard)
- Migrate devices & related workflows by building
- Enable web-client for people lookup

Progressing

- Decommission old environment

Develop the framework and process for the multi-faceted use (academic, research & innovation and administrative) of the ArcGIS suite of applications (ESRI)

Milestones:

- Renew contract Nov 2020
- Provision administrative use-case for Facilities
- Document academic & research use cases and processes
- Develop and institute an updated academic and research use case, leveraging existing systems of record for automating access, usage metrics

On Track

Take advantage of leading-edge innovative technologies to improve student, faculty and staff experience

Action/Strategy:

Develop York’s conversational AI tool, SAVY

Measures/Metrics/Milestones:

Milestones:

- Integrate all Faculties into SAVY
- Translate French content for Glendon
- Add push notifications for student reminders
- Build SVA Platform as a POC for commercialization
- Recreate Cognitive Broker

Measurable:

- # of users (per day, month, year)
- # of conversations (per day, month, year)
- # of messages (per day, month, year)

Evaluation Status:

Completed

Develop “child” Virtual Assistants to complement SAVY’s knowledge base

Milestones:

- Create a Virtual Assistant on IT and technical issues
- Create a Virtual Assistant on exam support

Completed

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Develop automation capacity and pursue projects that improve productivity and user experience

Milestones:

- Implementation of Flowable
- Automation of UIT-Admin processes
- Automate Maximo doc merge
- Automate FGS petition
- Automate use of Service Catalogue
- Create Flowable training modules
- Implementation of uniform communication models (as per Communication strategy)
- Implementation of orchestration for Project Intake, EA and LSPRA processes
- Investigation into the replacement and enhancement (if appropriate) of the ethical research participation application

On Track

Expand capacity for data analytics

Milestones:

- EDW Expansion
- PowerBI premium deployment

Progressing

Advance cloud computing by establishing a presence in public cloud and have a structured approach to connect York to external networks

Milestones:

- Connect Azure and design an institution wide tenancy
- Connect to AWS and design an institution wide tenancy
- Develop the foundation for a cloud strategy

Progressing

Implement state-of-the-art Continuous Integration / Continuous Deployment (CI/CD) technology for rapid deployment of infrastructure, in support of student-centered projects

Milestones:

- Implement automation tools such Ansible, Terraform, Vault, VMware vRealize for server (de-) provisioning (starting with eClass)
- Implement configuration management tools to ensure consistency of the infrastructure
- Implement an automated change process utilizing CI/CD pipelines and tools such as Jenkins
- Explore containers (Docker), container management (Kubernetes) in our private cloud and in public cloud for critical applications such as eClass
- Modernize our observability. i.e. logging, tracing and events

Progressing

Provide a modern Infrastructure in support of students' and faculty's digital experience

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Enhance work from home and remote learning experience through improved VPN capacity, speed and resiliency

Milestones:

- Expand VPN capacity
- Implement a scalable solution
- Scale VPN to beyond 5000 users if required

Completed

Address the technical deferred maintenance issues

Milestones:

- Migration off Liferay platform for student and staff portals
- Migration off Solaris for SIS applications (Perl, Prolog, C++)
- Hire technical debt task force to augment team capacity to work down debt in priority sequence
- Develop test case automation library for upgraded components (smoke tests)

Progressing

Improve systems and database capacity in a context of increasing student, faculty and staff reliance on digital services

Milestones:

- Migrate Oracle databases to high performance and highly resilient platform (Exadata Cloud at Customer – ExaCC)
- Consolidate and migrate MySQL of clustered solution.
- Migrate to Microsoft SQL to a High Availability cluster
- Modernize storage infrastructure and Increasing storage capacity

On Track

Support major Infrastructure projects

Action/Strategy:

Manage IT elements of the Markham campus project

Measures/Metrics/Milestones:

Milestones:

- Design network
- Design AV
- Coordinate network/telecom implementation
- Coordinate AV implementation
- Oversee VoR efforts

Evaluation Status:

Progressing

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Support major Infrastructure projects led by Facilities and YUDC

Milestones

- Neuroscience
- School for Continuing Studies
- Classroom renovation
- ADERSIM lab
- Art Gallery of YU
- 4747 and 4751 Keele expansion
- Engineering Pavillion
- School of Economics
- "Library of the Future" – Scott Library
- Petrie and Farquharson renovations for Lassonde and Science
- portfolio of medium to minor projects
- the QUAD – phase 2

Progressing

4. Advancing Global Engagement

Strengthen engagement with the local community

Action/Strategy:

Engage in consultation regarding technology adoption with local indigenous groups, specifically the Mississauga First Credit Nation (MFCN)

Measures/Metrics/Milestones:

- Milestones:
- Introductions
 - Requirements gathering and consultations

Evaluation Status:

Discontinued

5. Working in Partnership

Strengthen existing IT-based strategic partnerships with leading organizations

Action/Strategy:

Strengthen York-IBM partnership

Measures/Metrics/Milestones:

- Milestones:
- Develop SAVY
 - Facilitate knowledge transfer from IBM to UIT
 - Partner with IBM to commercialize SAVY
 - Explore further projects with IBM given adequate capacity
 - Advance projects with IBM Machine Learning Hub – Sentiment AI

Evaluation Status:

On Track

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Forge a partnership with Cisco, a leading networking organization

Milestones:

- Consult with Cisco
- Consult with SCS
- Consult with Lassonde
- Explore the possibility for degree and non-degree curriculum in partnership with Cisco
- Explore the possibility of partnering with Cisco on a major innovative project to support student experience
- Include Cisco in advisory committee(s)

Progressing

Strengthen cross-institutional cyber security efforts, knowledge transfer, and resources

Milestones:

- Participate in CANARIE JSP2 for intrusion detection collaboration
- Partner with other sources for intelligence feeds and other resources, and contribute to community knowledge

Completed

6. Living Well Together

Create and maintain a highly connected campus environment for students, faculty and staff primarily through wireless networking.

Action/Strategy:

Modernize the network following the four guiding principles of performance, security, wireless-first and simplified operation (Phase 1)

Measures/Metrics/Milestones:

Milestones:

- Secure funding
- Modernize IT standards
- Modernize AV standards
- Produce an architecture design for future network.
- Modernize data centre network
- Modernize core & distribution network
- Start to modernize Wireless Access Network
- Start to modernize wired access network
- Start to modernize power and HVAC for data center and communication rooms

Evaluation Status:

On Track

Take advantage of WiFi data to improve occupancy management

Milestones:

- Ability to identify # people in buildings and areas
- Identify areas of overpopulation where distancing is not being followed with long dwell times
- Identify heavy use areas to prioritize Facilities activities
- Explore the ability to use data for building controls

Progressing

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Deploy Emergency Messaging Display screens to improve campus safety

Milestones:

- Replace all public displays
- Use a WordPress backend to publish content to the screens
- Provide publishing capabilities to various user groups
- Integrate AppArmor alerts to Signage solution

On Track

Develop a digital workplace that fosters collaboration and productivity

Action/Strategy:

Complete the Central Mail migration to O365

Measures/Metrics/Milestones:

Milestones:

- Consult with Faculty Relations and YUFA
- Determine final migration date
- Communication with stakeholders
- Complete migrations
- Clean up unused account

Evaluation Status:

On Track

Increase O365 support capacity

Milestones:

- Hire LAPS-funded contract-limited resource for O365 support
- Hire two new full-time resources for O365 support, one for Sept. 2020, the other for April 2021

On Track

Promote the use of SharePoint and take advantage of its capabilities as a key collaborative tool

Milestones:

- Consult with LAPS and other Faculties
- Expand unit self-administration capabilities
- Launch new service

On Track

Calibrate O365 to improve user experience and promote its use as a collaborative tool.

Milestones:

- Improve O365 email archiving
- Structure Teams as key communication and collaboration medium for York (higher number of communications to be over Teams vs email).
- Integrate Teams with on premise telecom system
- Secure email flow even when York data centers are down
- Move shared folders from central storage to SharePoint
- Improve security and compliance by using Exchange Online protection and Advanced Threat Protection
- Improve accessibility by using features such as translator and subtitles
- Reduce staff and faculty travel by promoting the use of collaboration tools
- Streamlining IT operations with management tools and automation

Progressing

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Implement an e-signature solution

- Milestones:
- Consult with Finance, HR, SEP
 - Secure funding
 - Enact Ricoh DocuSign contract and support option
 - Implement the solution

Discontinued

Develop UIT skills and expertise to better support the York community and advance the digital transformation of the institution

Action/Strategy:

Create a Skills Development Plan for UIT staff

Measures/Metrics/Milestones:

- Milestones:
- Define technical skills for UIT units
 - Define non-technical skills for
 - Create a skills matrix
 - Create online learning paths
 - Start upskilling through courses and workshops

Evaluation Status:

Completed

Create a responsive service environment that provides an enhanced student and faculty experience

Action/Strategy:

Advance the HR Roadmap in collaboration with HR partner

Measures/Metrics/Milestones:

- Milestones:
2020/2021:
- PeopleSoft Application and Tools Upgrade
 - Configuration for Benefit Administration

Evaluation Status:

Progressing

Advance the Finance Roadmap in collaboration with Finance partner

- Milestones:
- Roadmap Workshops

Progressing

Facilitate Advancement projects to improve donation

- Milestones:
- Create iModules Glendon Donations Site
 - Standardize donation sites across campus

Completed

Facilitate Advancement project to improve alumni relations







- Milestones:
- Launch alumni data capture campaign
 - Improving Alumni Engagement team with reaching more alumni through email

Progressing

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Procure and deploy a new IT Service Management tool (ticketing system) to improve incident response	<p>Milestones:</p> <ul style="list-style-type: none"> • Broadly consult to finalize requirements • Send RFP to Procurement for review • Publish RFP • Select a solution • Implement the solution 	 Progressing
Ensure an enterprise-wide visibility into and coordination between university projects	<p>Milestones:</p> <ul style="list-style-type: none"> • Procure Project Online • Design the institutional project base schema • Develop standard scorecard for broad adoption for comparability of portfolios in conjunction with VPS and Schulich • Enter UIT portfolio information into Project Online and develop reports (agile development) to support IT Exec, UIT Exec and other stakeholders 	 Progressing
Create a Service Catalogue defining UIT services to the community	<p>Milestones:</p> <ul style="list-style-type: none"> • Identify all external facing UIT Services • Integrate to Flowable • Advertise service catalogue • Begin to identify services that could be automated/orchestrated for future action • Cost service aggregate 	 On Track
Determine Service Level Commitments as a new basis for partnership and user relationship	<p>Milestones:</p> <ul style="list-style-type: none"> • Consult with Nous for SL standards • Bundle services into service clusters for SL consumption • Define SLC • Publish SLC 	 On Track
Raise the quality of the UIT website as a foundational component in UIT's relationship to the community	<p>Measurable:</p> <ul style="list-style-type: none"> • # visits (Google Analytics) <p>Milestones:</p> <ul style="list-style-type: none"> • Ongoing improvement to content and interface 	 Completed
Create an IT Assets Lifecycle Management Plan in preparation for IT assets evergreening	<p>Milestones:</p> <ul style="list-style-type: none"> • Creating the plan • Communicating the plan 	 Completed

Create a more secure digital environment that manages risk to confidentiality, integrity and availability of University data, applications, information and communication systems

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

Deploy endpoint detection and response (EDR) technology to all York-issued devices

- Milestones:
- Solution purchased
 - Policies and operational procedures developed and in place
 - Monitoring and alerting in place
 - Response procedures in place

Completed

Implement 2-factor authentication for staff and faculty

- Milestones:
- Select and purchase technology/solution(s)
 - Integration with existing authentication
 - Integration with VPN
 - Integration with AD for privileged access
 - Policies, communication, and operational support processes in place for new service
 - Availability to faculty and staff
 - Active staff/faculty fully onboarded

On Track

Implement 2-factor authentication for students

- Milestones:
- Select and purchase technology/solution(s)
 - Integration with existing authentication
 - Integration with VPN
 - Integration with AD for privileged access
 - Policies, communication, and operational support processes in place for new service
 - Availability to students
 - Active students fully onboarded

On Track

Update cyber-security awareness programs

- Milestones:
- Cyber-security awareness outreach focusing on staff and faculty
 - Self-phishing program and measurement started
 - Mandatory cyber training for all university employees

On Track

Improve cyber-security systems and infrastructure

- Milestones:
- Update central logging service
 - Security infrastructure upgrades completed
 - Implement Security information and event management

On Track

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Assessment/audit of cyber security institution-wide and development of updated cyber plan	<p>Milestones:</p> <ul style="list-style-type: none"> • Update central logging service • Security infrastructure upgrades completed • Implement Security information and event management 	 On Track
Email ID/Domain protection	<p>Milestones:</p> <ul style="list-style-type: none"> • Activation of SPF/DKIM/DMARC for York email domains • External mail tagging implemented • DMARC monitoring and tuning processes in place 	 Progressing
Implementation of advanced threat protection (ATP) for Office 365 email	<p>Milestones:</p> <ul style="list-style-type: none"> • Solution procurement • Policy and operational procedure development completed • Operational deployment completed 	 Progressing
Replacement of legacy firewalls and improvements to network security	<p>Milestones:</p> <ul style="list-style-type: none"> • Replacement of data centre firewall modules • Deployment of a next-generation firewall at network border • Hardening of network policy to default-deny 	 On Track
Develop and implement new security policy and standards	<p>Milestones:</p> <ul style="list-style-type: none"> • Update server security standard • Develop standards for endpoint security • Compliance measurement framework and reporting in place 	 On Track
Improve cyber-security threat intelligence	<p>Milestones:</p> <ul style="list-style-type: none"> • Dark web threat intelligence in place • Deception technologies in place • MISP threat feed engine active and feeding protection and alerting systems 	 On Track
Deploy privileged access management (PAM) for critical IT systems	<p>Milestones:</p> <ul style="list-style-type: none"> • Development of policies and procedures • Solution selection and procurement • Solution implementation and integration with critical systems 	 On Track
Advance institutional information security governance and policies	<p>Milestones:</p> <ul style="list-style-type: none"> • Enact Information Classification Procedures & Governance • Interactive risk register deployed and in use • Self-assessment tools deployed and in use 	 Progressing

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Advance the procurement of SSRP-IAM

Milestones:

- Publish RFP
- Paper evaluation
- Demos
- Consensus
- Negotiations
- Fit-Gap
- Final Negotiation
- Privileged Access Management

 On Track

7. Answering the Call

Sustainable Cities and Communities

Action/Strategy:

Participate in Sustainable IT Procurement Pilot

Measures/Metrics/Milestones:

Milestones:

- Complete Self-Assessment Tool
- Attend Action Planning Workshop (October 2020)
- Implementation Workshop (Early February 2021)
- Digital White Paper & Participant Case Studies (Spring 2021)

Evaluation Status:

 On Track