

Computing Plan 2013-2014

Faculty/Unit: University Information Technology (UIT)

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Prepared by: Bob Gagne, Luana Jursza, Peter Rowley, Chris Russel

Introduction

University Information Technology is York's central information technology services organization. UIT provides common, integrated information technology services, solutions and support that enable all members of the York community in furthering the University's and their own academic, research and administrative goals. UIT aims to be seen as York University's trusted information and communications technology advisor and a responsive provider of great solutions and services to the entire University community.

This 2013-2014 computing plan represents UIT's annual operational plan – the implementation of its multi-year (2012-2015) integrated resource plan, finalized in June 2012 (and directly informed by the University IT Strategy).

The UIT IRP features five priorities, directly aligned with the University's strategic priorities:

Priority #1: Support Academic Quality, Research and Teaching

Priority #2: Contribute to student success through the use of information technology in both the learning and student service domains.

Priority #3: Enhance community engagement by raising York's profile in the I.T. community, supporting communication and reputation building efforts in general and by mitigating risks to the University's reputation.

Priority #4: Valuing people and strengthening the workplace

Priority #5: Resource Integration and Sustainability

PART A – Review of Past Year’s Accomplishments:

UIT’s accomplishments against plan are detailed below. Although not all goals have been achieved significant progress was made across all priorities.

Of 131 initiatives noted in the plan from 2012-13 over 80% have been completed (by end of the fiscal year) or are in progress.

Status Summary of 2012-13 Initiatives

Complete	65	50%
In progress/ongoing	42	32%
Not Complete	24	18%

Priority 1: Support Academic Quality, Research and Teaching

Objective	Actions/Strategies	Initiatives
1. Support innovation in and enhancement of teaching and learning through the use of information technology.	<ol style="list-style-type: none"> 1. In collaboration with the Faculties of Health and LA&PS, develop and implement effective, sustainable, and scalable models for blended and online learning. 2. Maintain and expand software that supports teaching and collaboration including Moodle, blogs, and wikis and provide training and other support to faculty members and others to allow effective use of these tools 3. Support the innovative design, implementation and renovation of classrooms and instructional spaces. 4. Complete plan for classroom technology equipment upgrades to ensure all teaching spaces meet a minimum but highly functional standard. Support the use of classroom technology with training and measures to ensure reliability of the technology 5. Improve the effectiveness of instruction and research dissemination through the production of multi-media 	<p>#1 – In Progress - Support the requirements, in collaboration with LA&PS eServices Office, of the joint Faculty of Health/LA&PS project to expand the number of blended and online course offerings. With the Faculties, develop a sustainable model for ongoing creation and support of eLearning</p> <p>#2 – Complete - Upgrade of the University’s core learning management system Moodle to version 2.0, including high availability architecture and transition all courses.</p> <p>In support of the upgrade develop and extend additional Moodle instruction for faculty.</p> <p>In Progress – (to be completed by April 2013) Complete migration of courses from WebCT to Moodle in order to retire the WebCT service.</p> <p>Complete - Enhance ONCE (online course evaluations) to support mobile devices.</p> <p>Cancelled - Pilot the use of an e Portfolio tool integrated with Moodle.</p>

	<p>content and easily accessible training and personal consultation on how to do this.</p>	<p>#3 - Ongoing - Provide support for the opening of new classrooms at Glendon and design support for new facilities (Engineering, SSB India).</p> <p>#4 – In Progress - Enhance reliability and performance of existing equipped classrooms through equipment renewal and software upgrades. Classroom computers upgraded, integration with active directory, upgrades to Windows 7.</p> <p>Complete - Introduce/pilot support for faculty tablet devices for presentation.</p> <p>#5 – Complete - Upgrade of lecture capture platform (Camtasia relay) and continue to expand utilization and support for lecture capture.</p> <p>Complete - Further the use of the (“private”) iTunesU service - will be completed by end of FY 2012-3</p> <p>Not Complete - Upgrades of Media site Not Complete - Adobe Connect platforms (both carried forward from 2011-2012)</p>
<p>2. Provide ICT advice and services that support research innovation and strong and effective research programs.</p>	<ol style="list-style-type: none"> 1. Act as researchers’ “gateway” to IT services providing consulting services to researchers to identify the IT systems/services to best suit their needs including: advising on external grant submissions, facilitate sourcing and advise on eligibility of IT costs with granting agency guidelines. 2. Continue to evolve our technical service “portfolio” to provide agile, cost effective information, communications and technology services (e.g. desktop/laptop support; system hosting and/or management; large scale computing, networking, storage and backup, web-site support and application development.). 3. As part of a broader faculty/staff portal, address the needs of researchers: highlighting research opportunities, active research, potential collaboration opportunities, a view into administering research. 4. Increase access for faculty and graduate students to 	<p>#1 – Ongoing - Continue to provide support for grant processes.</p> <ul style="list-style-type: none"> • Joint CFI proposal with OCAD University for a high bandwidth dedicated light path using GTANet fibre to support the Sensorium Project. <p>Complete - Complete network implementation in support of the outdoor robotics project.</p> <p>#2 – Not Complete (carried forward) - In line with VPRI planning processes, work with the VPRI office and researchers on the renewal of service strategy for researchers (first version developed in 2006).</p>

	specialized software packages through advantageous pricing and administration of licensed for broad and easy distribution	
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Priority 2: Contribute to student success through the use of information technology in both the learning and student service domains.

Objective	Actions/Strategies	Initiatives
<p>1. Provide services and supports that are broadly accessible by students in support of their learning needs with particular attention to the needs of mobile, commuter students.</p>	<ol style="list-style-type: none"> 1. Support the enhanced experience of mobile, web-oriented students by making more institutional and learning resources and services available online and accessible from mobile devices. 2. Enrich the student experience by promoting the availability and accessibility to classroom technologies. 3. Deliver access to computing lab applications and other specialized applications “anytime/anywhere” from computing labs using University owned equipment and also utilize virtualization technology to allow similar access from student-owned computers and mobile devices. 4. Remove barriers to on-line access by extending and enhancing wireless network access on campus. 5. Provide students with a broad set of up to date tools to support their learning (e.g. access to specialized software, discounted software, training supports). 	<p>#1 Complete - Introduce application enhancements (using SIS and the student portal) to improve navigation to course websites/resources - direct access to course web sites via My Courses portlet.</p> <p>Complete - Improve information on availability of services and support through the redesign of the computing web site for students and the enhanced “current student” web presence.</p> <p>In Progress - Continue to add new services to the mobile student portal – YUCard balances added.</p> <p>In Progress – (goal to transition for September 2013) Complete definition of direction for student email etc. and move forward based on recommendations.</p> <p>#3 – Complete - The “web FAS” service will be upgraded to improve access to files via the web.</p> <p>#4 – In Progress - A widespread renewal and upgrade of the AirYork wireless network service will be undertaken in 2012-2013. (Upgrades completed in SSB, Calumet, William Small, Central Square, Bethune, TEL (partial), and other areas. Introduction of AirYorkPlus</p> <p>In Progress (planning in progress with first upgrades to take place in summer 2013) - In partnership with housing, introduce wireless service into undergraduate residences and improve overall infrastructure capacity of the ResNet Service.</p> <p>#5 – Complete - Upgrade of all student labs to Windows 7.</p>

<p>2. Use IT to make interaction with the University (tools, content, staff, services) easier for prospective students, current students, and alumni</p>	<ol style="list-style-type: none"> 1. Provide support for initiatives arising from the “Academic Innovation Fund” process and “PRASE” program that target improved service delivery for students. 2. Maintain and enhance usability and responsiveness across all high-impact and high-usage applications and functionality in these particular application areas: <ol style="list-style-type: none"> a. The prospective and current student portals, including integration of the vast majority of tools/services b. Applications and content accessible from mobile devices, including portals c. YU card and other e-commerce options d. Online student services generally, including the Student Information System 3. Improve the continuity of students’ experience in transitioning to Alumni, including both an alumni portal and with respect to identity management. 	<p>#1 – Complete - Provide support for AIF first year experience projects (e.g. online advising pilot) and for priorities that emerge with phase 2 of the PRASE initiative.</p> <p>#2 – Complete - Current and future student portal improvements</p> <ul style="list-style-type: none"> ○ Notification and YU Connect features and upgrade to Liferay 6.1 for current student portal by end of FY 2012-3. ○ FS portal integrated with MS Dynamics CRM 2011 and upgraded to LifeRay 6.1 <p>It is expected that the PRASE initiative will also identify priorities in the area of student service applications.</p> <ul style="list-style-type: none"> ○ Complete - improvements to advising support (advising dashboard) will be completed by end of FY 2012-3
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Priority 3: Enhance community engagement by raising York's profile in the I.T. community, supporting communication and reputation building efforts in general and by mitigating risks to the University's reputation.

Objective	Actions/Strategies	Initiatives
<p>1. Safeguard University assets</p>	<ol style="list-style-type: none"> 1. Establish and maintain systems, processes and procedures to protect the University’s data and IT assets. 	<p>#1 – Complete – Design and implement PCI SAQ-C compliant system to provide for point of sale devices. (Reviewed proposed SAQ-C design with external QSA, the University’s network is out-of-scope once Moneris deploys end-to-end encrypted devices.)</p> <p>Complete – definition of guidelines and procedures for mobile device security. In progress – pilot of desktop and mobile disk encryption solution</p>
<p>2. Help improve</p>	<ol style="list-style-type: none"> 1. Leverage conferences, award programs and 	<p>#1 - Complete - Ensure that York has a presence at Ontario and</p>

York's reputation through leadership in best practice	<p>participation in external industry groups to raise the profile of successes with IT at York.</p> <p>2. Raise the profile of the IT environment at York to assist in attracting students, faculty, and staff.</p>	national University IT conferences. (Multiple conference sessions at OUCC, CANHEIT, Registrarial, Commencement Officers and Peoplesoft Conferences)
3. Support and enhance the University's reputation through external communication and broad community engagement.	1. In partnership with University communications/marketing and other groups, seek out and implement innovative ways to reach external audiences.	<p>#1 – Complete - Implementation of public-facing iTunesU site.</p> <p>In Progress - Working towards AODA compliance, improve resources available to accessibility for web and application development.</p> <ul style="list-style-type: none"> ○ Web accessibility standards revised <p>In Progress - Extend application of new standard web site “template”.</p> <p>Complete - Support implementation of enhanced services for convocation - added name and degree display to Convocation video feed</p> <p>Support for measures to improve campus security profile and emergency communications initiatives</p> <ul style="list-style-type: none"> ○ Complete - Expanded LCD screen network ○ Not Complete - Alertus implementation ○ In Progress - Public address system

Priority 4: Valuing people and strengthening the workplace.

Objective	Actions/Strategies	Initiatives
1. Provide IT services and support to students, faculty and staff in a manner that is seamless, effective, transparent	<p>1. Enhance the user experience by providing an enterprise wide single central IT point of contact for services and support to the York Community including a self-service tool that will enable users to request, track and review the progress of their IT issues.</p> <p>2. Implement a common service desk system based on ITIL framework that supports common processes, service measurement, and integration of service</p>	<p>#2 - Extend the adoption of ITSM and implementation of service processes (carried forward) –</p> <ul style="list-style-type: none"> • In Progress - Implement service request process and supporting Remedy module. (evaluation of SRM portion of Remedy for self service). • Not Complete - Plan for implementation of CMDB to support change process. • Not Complete - Introduce the use of “knowledge management” as

<p>and responsive</p>	<p>delivery.</p> <ol style="list-style-type: none"> 3. Develop and maintain an IT service catalogue, to provide clear definition and eligibility of services to students, faculty and staff. 4. Communicate on a regular basis to the York Community on how to access UIT services and notify of emergencies, outages and planned changes, all in non-technical language to ensure their understanding. 5. Administer service agreements to all clients across campus ensuring that they are in place, up to date, and that the level of service agreed to is being provided. 6. Provide continued improvement of technical management practices including system monitoring, desktop maintenance, application licensing, product or service acquisition process, consultation, installation, replenishment of hardware, software and system configuration. 7. Develop policies, standards, and processes to enable the achievement of enhanced service delivery. 	<p>identified within PRASE.</p> <p>#3 – Complete - Redevelopment of the computing web site for both students and faculty/staff.</p> <p>#4 – Complete - Introduce, as part of the computing web site redesign, improved capability to present notices and service information to the community. (Community alert notifications to communicate service outages, new services, etc. introduced with computing site redesign – now prominently appears at top of computing pages for Students, Faculty/Staff.)</p> <p>#6 – Improved technical management practices particularly as identified by PRASE phase 2. Priorities to be determined, potentially:</p> <ul style="list-style-type: none"> • Not Complete - Printer rationalization phase 2 • Not Complete - Initial steps on desktop process management
<p>1. Continue to build a safe, positive, healthy, collegial, campus environment</p>	<ol style="list-style-type: none"> 1. Provide formal framework for ongoing professional development and training for all staff; monitor effectiveness, identify trends and adjust to meet needs of the organization 2. Create customer centric culture to improve client experience with IT by developing skills beyond the IT functional area by providing training in customer service, process analysis and project management. 3. Provide support for services and initiatives that enhance the communication and collaboration environment within IT and throughout the entire 	<p>#3 – In Progress - Working in partnership with marketing and communications and human resources, introduce a faculty/staff “intranet” including a personalized portal. (first release to launch April 2013).</p> <p>Not Complete (carry forward) - Introduce a collaborative desktop video, online meeting service (initially to support work/meetings in relocated administrative groups). This also encompasses the delivery of a solution for the Markham innovation centre (carried forward)</p> <p>#4 – Not Complete (carry forward) - Implement a web-based application to facilitate easy work group and project-based information sharing and communication (via Sharepoint integrated with FAS).</p>

	<p>University community (including in particular initiatives arising as priorities through the Better Workplace Initiative).</p> <p>4. Facilitate collaborative work through the implementation of a common, integrated, shared workspace platform.</p>	
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Priority 5: Resource Integration and Sustainability

Objective	Actions/Strategies	Initiatives
<p>1. Ensure on-going alignment of information technology resources with the University's strategic and academic priorities</p>	<ol style="list-style-type: none"> 1. Maintain an IT Strategic Plan 2. Work with University leadership to establish clear, well-functioning IT Governance processes and structures. 3. Support IT Governance through: <ol style="list-style-type: none"> a. Developing and implementing processes and structures governing formal review, approval, and prioritization of IT projects and providing on-going oversight of approved IT initiatives. b. Development of information on IT investments including services and projects University-wide. c. Implementation of a metrics program to track IT service utilization and performance. 4. Build on current planning processes to establish University-wide IT operational planning that provides for client/IT exchange and discussion of cross-functional initiatives or impacts. 	<p>#1 – Not Complete - The need to revisit the existing IT strategy will be examined in conjunction with senior leadership.</p> <p>#2 – In Progress - Further the function/maturity of IT Governance (Academic Technology Advisory Group created; project priority setting and review process established for VPFA division).</p> <p>#3 – Supports that will be implemented to support priority setting and visibility of I.T.:</p> <ul style="list-style-type: none"> • Complete - Improved information on plans and projects for the community (i.e. project portfolio excerpts on the web). • In Progress - Mature project intake and review process in line with PRASE work (Project Concept Document adopted as first step in documenting initiatives. Standard Business Case format, Business Requirements Document template and design documentation standardized) • In Progress - Make key benchmarks and service data available via the web.
<p>2. Improve operational</p>	<ol style="list-style-type: none"> 1. Enhance business process through business process review and identification of opportunities for 	<p>#1 and #2 – Support for improved administrative processes:</p>

<p>effectiveness and make York easy to work with and within by taking an organizational-wide, process oriented approach to the way work is done supported by innovative and effective IT solutions</p>	<p>improvement and the potential to leverage the University's existing ERP systems beyond central functional units.</p> <ol style="list-style-type: none"> 2. Maintain enterprise computing software applications [administrative, academic, student] across the whole range of activity of the university including eReports and all business, academic and unit-specific systems. 3. Develop and support client-specific computing software applications across academic and business units. 4. Improve operational efficiency (both technical and business process) and improve data quality by extending integration between key systems and data. 5. Relieve the administrative burden of manual, paper-based processes by pursuing a broad-based, enterprise approach to the use of document management and workflow technologies. 6. Increase ease of access to diverse applications and web-based services through the implementation of unified login/authentication capability for staff and faculty. 7. Improve return from existing and future IT investments through attention to usability and provision of accessible training for end users of systems. 8. Improve agility and efficiency through the simplification of our IT environment, increasing standardization and integration via the definition of architectures for data and applications. 	<p>Completion of existing PRASE Phase 2 initiatives:</p> <ul style="list-style-type: none"> • In Progress - Services for Researchers – post award processes • Complete - Procurement: Electronic Marketplace Implementation (SciQuest) • In Progress (to be complete by end of fiscal 12/12) Finance: Direct Deposit (EFT) • In Progress - Finance: Travel and Expense (T&E) • Complete - HR: Improve Contract Faculty “Hire to Pay” process (Integration of CUPE ETF assignments to ARM completed for Unit 1 and 2 contract assignments) • Complete - HR: Automated HR General Enquiries (“Intelliresponse”) • Complete - HR: Time and Labour Metrics Realization • Complete - HR: Employee Transaction Form <p>Complete - Time Reporting Tool implementation Complete - HR: Self Serve launch of employee and manager self service - Access to personal, pay, benefit and training information extended to all active paid employees</p> <p>Complete - Upgrade of Advance and supporting systems</p> <p>Address priorities for upgrades/enhancements to administrative systems (examples):</p> <ul style="list-style-type: none"> • Not Complete - Maximo mobility and data integration/interfaces • Not Complete - Bookstore e-commerce enhancements • Complete - Housing (StarRez) upgrades and interfaces. <p>In Progress - Complete application upgrades and replacements for PCI compliance (e.g. TrafPark replacement).</p> <p>Additional accomplishments –</p> <ul style="list-style-type: none"> • Complete - Finance: Redevelopment of budget and forecast submission applications - budget and forecast data is now entered directly into Financial system with real-time reporting provided within eReports to reflect data updates • In Progress: Installation of YU-Card readers to vending machines on campus. • In Progress: Migration of YU-Card Authentication from YU-Card
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		<p>community server (using LDAP) to eAccounts (using Shibboleth federated service).</p> <ul style="list-style-type: none"> • Complete – Introduction of off-campus vendor use of YUCard • Completed - Avanti new version for Printing Services – enables on-line submission of print requests <p>#3 - Support for current and emerging priorities related to delivery of student services (including directions to come from PRASE)</p> <ul style="list-style-type: none"> • Complete - non-OUAC undergraduate application rewritten to dramatically improve appearance, function, and data quality • Complete - addition of initial document upload features for graduate admissions • Complete - Recruitment Access databases migrated to MS Dynamics CRM 2011 and Future Student CRM upgraded to MS Dynamics 2011 • In Progress - initial work completed with MTCU on student mobility • In Progress - Implementation of Ontario Education Number • Not Completed - broader implementation of degree progress report (depends on Faculty/department participation) • <p>Additional accomplishments -</p> <ul style="list-style-type: none"> • Complete - Deployment of Microsoft Dynamics 2011 CRM for Admissions • Complete - Upgrade of the Call Centre technology to a VOIP solution using the Avaya Aura Contact Centre platform. Merged the Admissions and Student Client Services IVR system into one call centre application. In addition, new desktops connected to the University's central FAS service were deployed. <p>Complete – Completion of Office 2010 roll out (almost all areas to be upgraded)</p> <p>Complete - roll out of enterprise File Access Service and implement service improvements, including:</p> <ul style="list-style-type: none"> • Complete - Enhanced web access to files • Complete - Access for mobile devices. <p>Additional accomplishments -</p>
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		<ul style="list-style-type: none"> • Complete - Simplification of username/passwords through integration of FAS and PY; implementation of self serve password management (PRASE project). <p>Introduce email service improvements</p> <ul style="list-style-type: none"> • Complete - Infrastructure renewal • In Progress - MyMail interface replacement • Complete - Lotus notes service enhancements to increase quotas <p>#4 - Complete - ARM/CUPE hiring/Peoplesoft integration</p> <p>#5 – Complete - select and implement a web content management application (carried forward) – WordPress adopted as the web content management standard supported by UIT; in April – launch of content management integrated with staff intranet.</p>
<p>3. Provide integrated systems, data, and records necessary to support proactive communication, collaboration, and evidence-based planning and decision-making</p>	<ol style="list-style-type: none"> 1. Implement the enterprise data warehouse and continue to expand access to a broad set of integrated, authoritative information. 2. Continue to improve and integrate operational reporting (e.g. eReports, SIS reports). 	<p>#1 – In Progress - Extend information in our EDW to include student enrollment data.</p> <p>Not Complete (carried forward) - Development of BI reports for performance tracking and analysis within Advancement.</p> <p>Not Complete (carried forward) - Complete upgrade of the OBIEE platform to 11g along with conversion of existing reports and dashboards.</p> <p>#2 –eReport development to support enterprise projects (Time and Labour; Advance; budget/forecast applications).</p> <ul style="list-style-type: none"> • Complete – New reports to support TRT • Complete (by end of fiscal) – Budget/forecast applications • Complete (by end of fiscal) – Salary planning enhancements
<p>4. Identify strategic opportunities for use of alternative sourcing opportunities to</p>	<ol style="list-style-type: none"> 1. Monitor the solutions marketplace on an ongoing basis to identify emerging opportunities for alternative sourcing. 2. Define policies and guidelines to guide the appropriate sourcing and use of external services. 	<p>#2 – In Progress - Gain approval for external sourcing guidelines (Policy and Guidelines completed – in review leading towards approval).</p>

<p>maximize resources</p>		
<p>5. Establish and maintain a reliable, secure and sustainable technology infrastructure to support the operation of University information systems.</p>	<ol style="list-style-type: none"> 1. Develop and maintain long-range plans and sustainability framework for key infrastructure elements, including the network, communication systems, servers, data storage, backup, and data centre resources. 2. Develop integrated technical architectures and technology planning to ensure that infrastructure standards are well supported, integrated, flexible and cost effective. 3. Design, implement and support the University's core IT infrastructure and adapt it to changing and emergent needs: <ol style="list-style-type: none"> a. Data centres, cable and fibre plant for telecom and network connectivity on campus. b. Systems and connectivity for satellite campuses, connectivity with other educational and research networks and institutions, and other external linkage. c. Data storage and backup systems, servers and other computational resources used by University applications. d. Databases used by university applications to enable higher-performing applications and higher availability and resiliency. e. Campus expansion and renovation 4. Continually assess technologies and solutions for optimum cost effectiveness and considerations of environmental sustainability. 5. Adopt a fault-tolerant and resilient operational environment for the ICT infrastructure. 6. Adopt leading University practices for financial and 	<p>#2 – Not Complete (carried forward) - Initial phase of network infrastructure support for IPv6</p> <p>Complete - Review of Sparc/Solaris sustainability as a strategic platform.</p> <p>#3 – ICT Infrastructure planning and deployment to support campus expansion:</p> <ul style="list-style-type: none"> • Complete - EOB decommissioning and associated moves; • Complete - Establishment of new office site on Keele St; • Complete - Kinsmen building renovation; • In Progress - Subway construction; • In Progress - Pan Am Stadium planning; • Complete - Glendon construction; • In Progress - SSB India; • Complete - Next phase of Life Science Building <p>In Progress - back up service infrastructure selection and upgrade.</p> <p>In Progress - Continue to move server infrastructure to virtualization (achieved 60% virtualized) and standardized platforms (i.e. re-platform from Solaris to Linux).</p> <p>Not Complete - Examine case for a renewed large scale, low cost storage (“archive”) service</p> <p>Accelerate network infrastructure upgrades and improvements to support expanded mobile use and readiness for VOIP etc.</p> <ul style="list-style-type: none"> • In Progress - Multiple building/location access layer upgrades (Upgrades for the Student Centre, Schulich Building, Glendon YorkHall Expansion, Kinsmen Building, 4747 Keele, Calumet College and Residence, Frost Library and Scott Library were completed) • Complete – Border router upgrades. Upgraded to Cisco ASR9000 platform. GTAnet uplink upgraded to 10Gbit. Intrusion prevention devices upgraded to resilient pair with increased capacity.

	<p>HR planning and management, fostering greater line manager accountability in these areas.</p> <p>7. Put effective measures in place to ensure appropriate controls (e.g. for asset management) and compliance with University policy and external (e.g. license) agreements.</p>	<ul style="list-style-type: none"> • In Progress - Expanded and enhanced wireless service – including access point renewal; • Complete - 802.1x introduction (AirYorkPlus); • Complete - “AirYork Help” SSID – “WiFi Info” • Complete - improved support documentation. • Not Complete - Upgrades for network resiliency (including Glendon WAN) • Complete - WAN upgrades to 100Mbit each performed at Nadal and Osgoode PDC. • In progress – elimination of aging/obsolete services technologies; legacy DNS retirement in progress. Appletalk no longer supported, 802.11b reduced but still supported. • Not Complete (carried forward) - Re-introduce IP address management delegation capability (contingent upon vendor feature availability). <p>#4 – Not Complete (carried forward) - Work with IT council on principles and standards related to IT and environmental sustainability. Identify key opportunities (e.g. local printers).</p> <p>Complete - Complete thin client pilot and develop plans that address opportunities for efficiencies and service improvement using thin clients.</p> <p>In Progress - Deepen use of SCCM for desktop imaging and remote service delivery and improve FAS support for the MacOSX platform.</p> <p>Not Complete (carried forward) - Improved access management for active directory using Forefront Identity Manager (FIM) and pilot additional features of FIM</p> <p>In Progress - Continue the incrementally roll out of VOIP service – focusing on implementations in line with renovations and moves (VOIP service introduced in Life Science, Kinsmen, 4747 Keele).</p> <p>#5 - Complete - Upgrade of the central phone system to support VOIP</p> <p>Not Complete (carried forward) - Upgrade/restructure infrastructure supporting “central web service”</p>
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<p>6. Manage risk to the confidentiality, integrity, and availability of University data, applications, information, and communication systems.</p>	<ol style="list-style-type: none"> 1. Manage the health and sustainability of the University's software applications and making recommendations for improvement and retirement, facilitated by establishing an application portfolio management discipline. 2. Manage and monitor access to University data such as student, financial, and HR information, driven by comprehensive data classification and identity management disciplines. 3. Unify and extend University "directory services" to enable enhanced collaboration, flexibility and agility for the I.T. environment. 4. Implement systems with capabilities required for support of legislative and regulatory compliance, including privacy protection, security and industry information regulation. 5. Continually improve the security of York's information and communication systems through an information security program that includes monitoring, detection, and timely response for security incidents, regular testing for security vulnerabilities, consultation for secure system design and operation, promotion and awareness of security best practices within the University community. 6. Manage availability risk by evolving ICT capacity plans and disaster recovery plans to the changing requirements and priorities of the University. 	<p>#1 – In Progress - Complete the update the current UIT application portfolio and extend the portfolio and analysis to include other University IT groups. (Scope of current exercise UIT only).</p> <p>#3 – Complete - Complete the implementation of FAS with an aim of a single active directory instance for all of York.</p> <p>#5 – In Progress – security awareness training RFP completed and UIT is in the process of York sourcing, deployment and communication.</p> <p>In Progress - improvements to centralized security logging, monitoring and incident response to support 10Gbit border upgrade; vulnerability management capability expanded to include code analysis.</p> <p>Not Completed - Upgraded SSLVPN service and addition of mobile support.</p>

PART B – Action Plan

Introduction

The initiatives described in the plan below draw on consultations with UIT's stakeholders across the University. The plan represents a set of proposed initiatives that remain subject to one or both of further prioritization work/consultation and to final review within the budget process.

The computing plan continues to draw heavily on directions and implementation priorities articulated in the 2009 IT Strategy. Initiatives are planned across all of the areas of IT support and enablement within the University driven by the themes of the IT Strategy:

- Continued support for research primarily through ensuring alignment of large projects with appropriate University IT and the clear definition and delivery of common services;
- Continuing to build the "platforms" to support the expansion of eLearning;
- Moving more student service and access to learning materials online, particularly to suit the mobile nature of our students;
- Priority support for initiatives that can contribute to operational efficiency;
- Addressing evident "gaps" in or I.T. capability including service delivery improvement and a robust, secure and sustainable I.T. infrastructure.

Through the year the plan outlined below will be adjusted to consider the impact of further priority setting discussions with a number of groups and most significantly by plans and priorities emerging from the PRASE initiative and from the implementation of the eLearning Strategy now in development.

Priority 1: Support Academic Quality, Research and Teaching

Objective	Actions/Strategies	Initiatives
<p>1. Support innovation in and enhancement of teaching and learning through the use of information technology.</p>	<ol style="list-style-type: none"> 1. In collaboration with the Faculties of Health and LA&PS, develop and implement effective, sustainable, and scalable models for blended and online learning. 2. Maintain and expand software that supports teaching and collaboration including Moodle, blogs, and wikis and provide training and other support to faculty members and others to allow effective use of these tools 3. Support the innovative design, implementation and renovation of classrooms and instructional spaces. 4. Complete plan for classroom technology equipment upgrades to ensure all teaching spaces meet a minimum but highly functional standard. Support the use of classroom technology with training and measures to ensure reliability of the technology 5. Improve the effectiveness of instruction and research dissemination through the production of multi-media content and easily accessible training and personal consultation on how to do this. 	<ul style="list-style-type: none"> • In collaboration with the Teaching Commons develop a “community space” for web-enhanced, blended, and online resources • Improve the usability and utility of the Moodle LMS <ul style="list-style-type: none"> ○ Develop a plan for enabling mobile device access to Moodle (primarily for students) ○ Functional design of Quicr replacement using Moodle ○ Review Moodle user interface, including accessibility and make improvements ○ Integration of bookstore content into Moodle ○ Upgrade of “Learn Moodle” (non-PPY) to version 2 • Provide support to AIF Projects, including introduction of instructional design services • Pilot of media application platform (e.g. Kaltura) • Implement enhancements to lecture recording capability – <ul style="list-style-type: none"> ○ Increase Camtasia Relay server capacity ○ Introduce lecture recording in small classrooms plus support of home/office use. ○ Test of automated camera support for classroom recording ○ Investigate more granular search for lecture recordings. ○ Upgrade of Mediasite platform (carried forward) • Engage in regular renewal of classroom equipment – equipping additional rooms in line with eLearning strategy direction • Provide improve support for delivery on online instruction via video/collaboration through upgrade of Adobe Connect platform (carried forward) or implementation of similar services.
<p>2. Provide ICT advice and services that support research innovation and strong and effective research</p>	<ol style="list-style-type: none"> 1. Act as researchers’ “gateway” to IT services providing consulting services to researchers to identify the IT systems/services to best suit their needs including: advising on external grant submissions, facilitate sourcing and advise on eligibility of IT costs with granting agency guidelines. 2. Continue to evolve our technical service “portfolio” to provide agile, cost effective information, communications and technology services (e.g. 	<ul style="list-style-type: none"> • Continue to provide support for grant processes • In line with VPRI planning processes, renew the service strategy for researchers.

<p>programs.</p>	<p>desktop/laptop support; system hosting and/or management; large scale computing, networking, storage and backup, web-site support and application development.).</p> <p>3. As part of a broader faculty/staff portal, address the needs of researchers: highlighting research opportunities, active research, potential collaboration opportunities, a view into administering research.</p> <p>4. Increase access for faculty and graduate students to specialized software packages through advantageous pricing and administration of licensed for broad and easy distribution</p>	
<p>3. Provide faculty with effective and easy-to-use access to resources for research collaboration and communication including dissemination of research results – knowledge mobilization.</p>	<p>2. Work with faculty and researchers to create web sites and applications that support communications and collaboration initiatives in the VPRI, Faculties, research units, and specific</p>	<ul style="list-style-type: none"> • Complete the implementation and deployment of the Research Management System (Sophia). • Provide support for PRASE “services for researchers” initiatives including improvements to computer procurement process

Priority 2: Contribute to student success through the use of information technology in both the learning and student service domains.

Objective	Actions/Strategies	Initiatives
<p>1. Provide services and supports that are broadly accessible by students in</p>	<p>1. Support the enhanced experience of mobile, web-oriented students by making more institutional and learning resources and services available online and accessible from mobile devices.</p>	<ul style="list-style-type: none"> • Review the usability of Moodle with student input - <ul style="list-style-type: none"> ○ Implement application enhancements to aid navigation to course websites/resources ○ Implement additional Moodle instructional resources for

<p>support of their learning needs with particular attention to the needs of mobile, commuter students.</p>	<ol style="list-style-type: none"> 2. Enrich the student experience by promoting the availability and accessibility to classroom technologies. 3. Deliver access to computing lab applications and other specialized applications “anytime/anywhere” from computing labs using University owned equipment and also utilize virtualization technology to allow similar access from student-owned computers and mobile devices. 4. Remove barriers to on-line access by extending and enhancing wireless network access on campus. 5. Provide students with a broad set of up to date tools to support their learning (e.g. access to specialized software, discounted software, training supports). 	<p style="text-align: center;">students in line with eLearning strategy implementation</p> <ul style="list-style-type: none"> • Complete migration of student email to third party platform (Continued) • Continue wireless service upgrades and extension (Continued) • Begin upgrades to ResNet Service infrastructure and introduction of wireless into residences in concert with Housing services renewal program. (carried forward)
<p>2. Use IT to make interaction with the University (tools, content, staff, services) easier for prospective students, current students, and alumni</p>	<ol style="list-style-type: none"> 1. Provide support for initiatives arising from the “Academic Innovation Fund” process and “PRASE” program that target improved service delivery for students. 2. Maintain and enhance usability and responsiveness across all high-impact and high-usage applications and functionality in these particular application areas: <ol style="list-style-type: none"> a. The prospective and current student portals, including integration of the vast majority of tools/services b. Applications and content accessible from mobile devices, including portals c. YU card and other e-commerce options d. Online student services generally, including the Student Information System 3. Improve the continuity of students’ experience in transitioning to Alumni, including both an alumni portal and with respect to identity management. 	<ul style="list-style-type: none"> • Provide support for the AIF first year experience project – YUStart. • Complete student portal enhancements (notification, YUConnect integration) (Continued) • Enhance ONCE in response to Faculty and student input • Provide support for student service enhancement initiatives arising from PRASE including - <ul style="list-style-type: none"> ○ Information technology supports for the academic advising process (e.g. integrated SIS information screen; possible integrated CRM). ○ Student call centre services and support changes.

<p>3. Engage students in the process of identifying needs and implementing solutions.</p>	<p>1. Implement a student advisory group to assist in identification of priorities and advise on direction of the use of IT in the student experience.</p>	<ul style="list-style-type: none"> • Implement a student advisory group to assist in identification of priorities and advise on direction of the use of IT in the student experiences.
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Priority 3: Enhance community engagement by raising York's profile in the I.T. community, supporting communication and reputation building efforts in general and by mitigating risks to the University's reputation.

Objective	Actions/Strategies	Initiatives
<p>1. Safeguard University assets</p>	<p>1. Establish and maintain systems, processes and procedures to protect the University's data and IT assets.</p>	<ul style="list-style-type: none"> • Engage in a review of University IT-related policies and guidelines (in conjunction with privacy office and University secretariat) <ul style="list-style-type: none"> ○ Define standards and solution for mobile security and pilot (Continued) ○ Introduce guidelines and procedures for University information on personal devices. ○ Completion and adoption of a data classification framework (Continued)
<p>2. Help improve York's reputation through leadership in best practice</p>	<p>1. Leverage conferences, award programs and participation in external industry groups to raise the profile of successes with IT at York.</p> <p>2. Raise the profile of the IT environment at York to assist in attracting students, faculty, and staff.</p>	<ul style="list-style-type: none"> • Promote York through participation in CANHEIT and other sector conferences.
<ul style="list-style-type: none"> • Support and enhance the University's reputation through external communication and broad community engagement. 	<p>2. In partnership with University communications/marketing and other groups, seek out and implement innovative ways to reach external audiences.</p>	<ul style="list-style-type: none"> • Work with Communications and Public Affairs on review of York web usability and architecture; develop and carried out an improvement plan to improve usability and navigation of the York web site. • Enhance reliability of central web service through an upgrade Central Web hardware and software; • Reduce reliance on unsupported web content applications through migration and broader adoption of web content management through Wordpress • Support AODA web compliance – <ul style="list-style-type: none"> ○ Add AODA-compliant features to university web templates

		<ul style="list-style-type: none"> ○ Develop AODA training/resource materials ○ Develop style guide for application design and usability ○ Provisioning of captioning support for live events ○ Live captioning of Convocation for in-house and web audiences <ul style="list-style-type: none"> • Implementation of a new “bulk email” tool for broad University use. • Support for emergency communications initiatives: <ul style="list-style-type: none"> ○ Improvements to emergency messaging – possible system to support integration of emergency messaging channels ○ Continued roll out of Public address system
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Priority 4: Valuing people and strengthening the workplace.

Objective	Actions/Strategies	Initiatives
<p>2. Provide IT services and support to students, faculty and staff in a manner that is seamless, effective, transparent and responsive</p>	<ol style="list-style-type: none"> 1. Enhance the user experience by providing an enterprise wide single central IT point of contact for services and support to the York Community including a self-service tool that will enable users to request, track and review the progress of their IT issues. 2. Implement a common service desk system based on ITIL framework that supports common processes, service measurement, and integration of service delivery. 3. Develop and maintain an IT service catalogue, to provide clear definition and eligibility of services to students, faculty and staff. 4. Communicate on a regular basis to the York Community on how to access UIT services and notify of emergencies, outages and planned changes, all in non-technical language to ensure their understanding. 5. Administer service agreements to all clients across campus ensuring that they are in place, up to date, 	<ul style="list-style-type: none"> • Provide clarity around account and access privileges through documentation and publication of standard practice. • Mature UIT service delivery processes via ITSM - <ul style="list-style-type: none"> ○ Implementation of self-serve service requests and processes (separate from “incidents”) (carried forward) ○ Implementation of dashboard reports ○ Enhanced service reliability via change management adoption (Continued)

	<p>and that the level of service agreed to is being provided.</p> <p>6. Provide continued improvement of technical management practices including system monitoring, desktop maintenance, application licensing, product or service acquisition process, consultation, installation, replenishment of hardware, software and system configuration.</p> <p>7. Develop policies, standards, and processes to enable the achievement of enhanced service delivery.</p>	
<p>3. Continue to build a safe, positive, healthy, collegial, campus environment</p>	<p>1. Provide formal framework for ongoing professional development and training for all staff; monitor effectiveness, identify trends and adjust to meet needs of the organization</p> <p>2. Create customer centric culture to improve client experience with IT by developing skills beyond the IT functional area by providing training in customer service, process analysis and project management.</p> <p>3. Provide support for services and initiatives that enhance the communication and collaboration environment within IT and throughout the entire University community (including in particular initiatives arising as priorities through the Better Workplace Initiative).</p> <p>4. Facilitate collaborative work through the implementation of a common, integrated, shared workspace platform.</p>	<ul style="list-style-type: none"> • Complete implementation of the York Intranet – continue to migrate content; based on feedback and support, implement new features. • Obtain and implement a common solution for light-weight video conferencing/information sharing. (carried forward) • Introduce a service to support group collaboration and information sharing (e.g. using Microsoft Sharepoint for project sites).

Priority 5: Resource Integration and Sustainability

Objective	Actions/Strategies	Initiatives
<p>1. Ensure on-going alignment of information technology resources with the University's strategic and academic priorities</p>	<ol style="list-style-type: none"> 1. Maintain an IT Strategic Plan 2. Work with University leadership to establish clear, well-functioning IT Governance processes and structures. 3. Support IT Governance through: <ol style="list-style-type: none"> a. Developing and implementing processes and structures governing formal review, approval, and prioritization of IT projects and providing on-going oversight of approved IT initiatives. b. Development of information on IT investments including services and projects University-wide. c. Implementation of a metrics program to track IT service utilization and performance. 4. Build on current planning processes to establish University-wide IT operational planning that provides for client/IT exchange and discussion of cross-functional initiatives or impacts. 	<ul style="list-style-type: none"> • Continue to work to establish formal priority review and decision processes for: administrative systems; academic and research technology; IT infrastructure and architecture. • Continue to expand development and communication of service metrics for UIT services.
<p>2. Improve operational effectiveness and make York easy to work with and within by taking an organizational-wide, process oriented approach to the way work is done supported by innovative and effective IT</p>	<ol style="list-style-type: none"> 1. Enhance business process through business process review and identification of opportunities for improvement and the potential to leverage the University's existing ERP systems beyond central functional units. 2. Maintain enterprise computing software applications [administrative, academic, student] across the whole range of activity of the university including eReports and all business, academic and unit-specific systems. 3. Develop and support client-specific computing software applications across academic and business units. 	<ul style="list-style-type: none"> • Provide support to PRASE initiatives and other priorities for upgrades/enhancements to administrative systems (subject to further priority setting): <ul style="list-style-type: none"> ○ Services for Researchers – post award processes ○ Finance/Procurement processes - <ul style="list-style-type: none"> • Implementation of Travel and Expense (T&E) solution • Support for migration to the new budget model (i.e. financial system changes, data exchange; report changes) • With Treasury, investigate creation of reusable generic e-store with one merchant account, for short-term use ○ Human Resource Management processes –

<p>solutions</p>	<ol style="list-style-type: none"> 4. Improve operational efficiency (both technical and business process) and improve data quality by extending integration between key systems and data. 5. Relieve the administrative burden of manual, paper-based processes by pursuing a broad-based, enterprise approach to the use of document management and workflow technologies. 6. Increase ease of access to diverse applications and web-based services through the implementation of unified login/authentication capability for staff and faculty. 7. Improve return from existing and future IT investments through attention to usability and provision of accessible training for end users of systems. 8. Improve agility and efficiency through the simplification of our IT environment, increasing standardization and integration via the definition of architectures for data and applications. 	<ul style="list-style-type: none"> • Implementation of additional Manager Self Service features - Roll-out of Employee Transfers and Reports To changes • Time Reporting Tool Phase 2 - Implement time reporting for Casual Employees • Improvements to Pension and Benefits processes (CUPE 3903 and post-retirement benefits, sabbatical pension top-ups) • Complete reports to support Attendance Management Program (AMP) • Explore replacement of York Atlas information with data from H.R. system ○ University Advancement processes - <ul style="list-style-type: none"> • Complete “fit/gap” for Ellucian AWA • Obtain a predictive analytics solution to support fund-raising • Review of potential replacement of “single-user” access databases. • Improvements to data interfaces/integration and data cleansing solutions. • Implementation of security review recommendations. • Campus services and business operations - <ul style="list-style-type: none"> ○ With CSBO develop a plan and begin execution of the unification of the YUcard and access cards. ○ Review of architecture and develop application roadmap for applications supporting campus services and business operations. ○ Complete upgrade of new parking management system (T2 Flex) ○ Support for space management program ○ Implement redundant support for building control systems (Metasys) ○ Explore potential of increased integration of building/classroom/scheduling systems. ○ Upgrade and standardization of door access system (Prowatch) ○ Begin upgrade/migration to IP based system for CCTV ○ Upgrade of Maximo ○ Blackboard Transact Upgrade & implement a QA
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		<p>Environment</p> <ul style="list-style-type: none"> ○ Dispatch & Incident Reporting Application upgrade (Perspective PPM2000) ○ Upgrade Security Audio Communication Monitoring System (Dictaphone) ○ Enhance YPB functionality, including pre-auth, refund, charge to YUCard and otherwise as determined by community input <ul style="list-style-type: none"> • Support for current and emerging priorities related to delivery of student services (including directions to come from PRASE) <ul style="list-style-type: none"> ○ Review of CLASS system for Sport and Rec ○ CRM system to support integrated interactions with current students. ○ Review of applications supporting classroom scheduling (R25). • IT services - <ul style="list-style-type: none"> ○ Continue incremental roll out of VOIP service (Continued) and pilot of “soft client” voice service ○ Voice mail system (call pilot) upgrade ○ Upgrade remaining Windows XP (out of support April 2014) to Windows 7 (the ones that were not net new or part of 12/13 replenishment) ○ Articulate approach for Windows 8 Testing/adoption plan ○ Improve Mac and iOS support infrastructure. ○ Introduce changes to the CRP program to streamline computer renewal. ○ Upgrade of desktop systems in VPS (approx. 150 users) ○ Introduce improve delegated access management for active directory using Forefront Identity Manager (FIM) and pilot additional features of FIM (carried forward) ○ Complete roll out of “RemoteSAL” – updated support for SIS desktop client software ○ Deepen use of SCCM for desktop imaging and remote service delivery (Continued) ○ Improved support for mobile work/file access: remote access to FAS (e.g. MS RAS for domain-joined laptops); explore internally supported “DropBox” type service. ○ Introduce functional enhancements for York Payment Broker (e.g. pre-authorization, refund, partial payment, IE10
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		<ul style="list-style-type: none"> compatibility, reporting) <ul style="list-style-type: none"> ○ Explore case for generic e-commerce application for short-term "stores" using common merchant account
3. Provide integrated systems, data, and records necessary to support proactive communication, collaboration, and evidence-based planning and decision-making	<ol style="list-style-type: none"> 1. Implement the enterprise data warehouse and continue to expand access to a broad set of integrated, authoritative information. 2. Continue to improve and integrate operational reporting (e.g. eReports, SIS reports). 	<ul style="list-style-type: none"> • Complete implementation of EDW enrollment domain (continued from prior year). • Pilot the use of OBIEE to create a "self serve" data mart (e.g. for H.R. reporting) • Continue eReport development to support enterprise projects (Time and Labour; five year budget/forecast applications) (continued from prior year) • Upgrade of the OBIEE platform to 11g along with conversion of existing reports and dashboards. (carried forward)
4. Identify strategic opportunities for use of alternative sourcing opportunities to maximize resources	<ol style="list-style-type: none"> 1. Monitor the solutions marketplace on an ongoing basis to identify emerging opportunities for alternative sourcing. 2. Define policies and guidelines to guide the appropriate sourcing and use of external services. 	<ul style="list-style-type: none"> • Communication of policies/guidelines for external IT services.
5. Establish and maintain a reliable, secure and sustainable technology infrastructure to support the operation of University information systems.	<ol style="list-style-type: none"> 1. Develop and maintain long-range plans and sustainability framework for key infrastructure elements, including the network, communication systems, servers, data storage, backup, and data centre resources. 2. Develop integrated technical architectures and technology planning to ensure that infrastructure standards are well supported, integrated, flexible and cost effective. 3. Design, implement and support the University's core 	<ul style="list-style-type: none"> • Provide support for PRASE IT initiatives (to be determined) – <ul style="list-style-type: none"> ○ Printer rationalization ○ Initial steps on desktop process management • IT infrastructure planning support for new facilities and moves associated with campus expansion and renovation (e.g. PanAm Stadium, Engineering building, International sites, etc.) • Server, storage and database infrastructure: <ul style="list-style-type: none"> ○ Complete back up service upgrade. (continued from prior year) ○ Continue to move server infrastructure to virtualization ○ SPARC to Intel server migration

	<p>IT infrastructure and adapt it to changing and emergent needs:</p> <ol style="list-style-type: none"> a. Data centres, cable and fibre plant for telecom and network connectivity on campus. b. Systems and connectivity for satellite campuses, connectivity with other educational and research networks and institutions, and other external linkage. c. Data storage and backup systems, servers and other computational resources used by University applications. d. Databases used by university applications to enable higher-performing applications and higher availability and resiliency. e. Campus expansion and renovation <ol style="list-style-type: none"> 4. Continually assess technologies and solutions for optimum cost effectiveness and considerations of environmental sustainability. 5. Adopt a fault-tolerant and resilient operational environment for the ICT infrastructure. 6. Adopt leading University practices for financial and HR planning and management, fostering greater line manager accountability in these areas. 7. Put effective measures in place to ensure appropriate controls (e.g. for asset management) and compliance with University policy and external (e.g. license) agreements. 	<ul style="list-style-type: none"> ○ Renew large scale storage (“archive”) service (carried forward) ○ Continue database upgrade program ○ Implement improved system/application monitoring. • Network services: <ul style="list-style-type: none"> ○ Continue network infrastructure upgrades and improvements to support expanded mobile use and readiness for VOIP etc. ○ Continue roll out of expanded and enhanced wireless service ○ Continue upgrades for network resiliency (including Glendon WAN (Continued)). ○ Replacement of captive portal for AirYork and Yorknet ○ Retirement/replacement of ResNet authentication system. ○ Upgrade/replacement of network management systems (netdisco, netinfo, RANCID). ○ IP address management delegation capability (contingent upon vendor feature availability). (carried forward) ○ Introduction of first phase of IPV6 support (carried forward) • “Retirement” of DCE technology. • Complete migration of “YorkAdmin” services to FAS.
<p>6. Manage risk to the confidentiality, integrity, and availability of</p>	<ol style="list-style-type: none"> 1. Manage the health and sustainability of the University’s software applications and making recommendations for improvement and retirement, facilitated by establishing an application portfolio 	<ul style="list-style-type: none"> • Obtain and implement security awareness training. (carried forward) • Upgraded SSLVPN and addition of mobile support. (Continued) • Perform annual update of disaster recovery plan • Establish common best practices for “green IT” (carried forward) <ul style="list-style-type: none"> ○ Implement improved workstation power management

<p>University data, applications, information, and communication systems.</p>	<p>management discipline.</p> <ol style="list-style-type: none"> 2. Manage and monitor access to University data such as student, financial, and HR information, driven by comprehensive data classification and identity management disciplines. 3. Unify and extend University “directory services” to enable enhanced collaboration, flexibility and agility for the I.T. environment. 4. Implement systems with capabilities required for support of legislative and regulatory compliance, including privacy protection, security and industry information regulation. 5. Continually improve the security of York’s information and communication systems through an information security program that includes monitoring, detection, and timely response for security incidents, regular testing for security vulnerabilities, consultation for secure system design and operation, promotion and awareness of security best practices within the University community. 6. Manage availability risk by evolving ICT capacity plans and disaster recovery plans to the changing requirements and priorities of the University. 	
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PART C – Summary of Planned IT Initiatives and Expenditures

Financial support for the initiatives described in this plan will come in the main from the UIT budget (some initiatives are also supported by one time project-based funds). As has been the past practice there is no requirement for support from the Academic Equipment Fund.