

## Computing Plan 2014-2015

**Faculty/Unit:** University Information Technology (UIT)

**Date:** March 4, 2014

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### 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 2014-2015 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 122 initiatives noted in the plan from 2013-14 over 74% have been completed (by end of the fiscal year) or are in progress. Completion of initiatives fell this year from 2012-13 when half of the plan initiatives were completed.

#### Status Summary of 2013-14 Initiatives

Complete	38	31%
In progress/ongoing	52	43%
Not Complete (incl Cancelled)	32	26%

**Priority 1: Support Academic Quality, Research and Teaching**

Objective	Initiatives
<p>1. Support innovation in and enhancement of teaching and learning through the use of information technology.</p>	<ul style="list-style-type: none"> <li>• <b>Not Complete</b> - In collaboration with the Teaching Commons develop a “community space” for web-enhanced, blended, and online resources</li> <li>• <b>Complete</b> – As part of the eLearning strategy implementation conducted a survey and focus groups of faculty and students on Moodle and classroom technology.</li> <li>• Improve the usability and utility of the Moodle LMS               <ul style="list-style-type: none"> <li>○ <b>In Progress</b> – Mobile theme for Moodle in place – additional improvements planned for 2014-15</li> <li>○ <b>In Progress</b> – Functional design of Quickr replacement using Moodle</li> <li>○ <b>In Progress</b> – Review Moodle user interface, including accessibility and make improvements</li> <li>○ <b>Not Complete</b> - Integration of bookstore content into Moodle</li> <li>○ <b>In Progress</b> – Upgrade of “Learn Moodle” (non-PPY) to version 2</li> <li>○ <b>Complete</b> – As part of the eLearning strategy implementation enhanced Moodle online documentation.</li> </ul> </li> <li>• <b>Complete</b> - Provide support to AIF Projects, including introduction of instructional design services</li> <li>• <b>In Progress</b> – Pilot of media application platform (e.g. Kaltura)</li> <li>• Implement enhancements to lecture recording capability –               <ul style="list-style-type: none"> <li>○ <b>Complete</b> - Increase Camtasia Relay server capacity</li> <li>○ <b>Complete</b> -Introduce lecture recording in small classrooms plus support of home/office use.</li> <li>○ <b>Not Complete (On hold)</b> - Test of automated camera support for classroom recording</li> <li>○ <b>Complete</b> - More granular search for lecture recordings added to both Flash and HTML5 players</li> <li>○ <b>In Progress</b> - Upgrade of Mediasite platform – implementation to be completed in 2014-15</li> </ul> </li> <li>• <b>Complete</b> - Engage in regular renewal of classroom equipment</li> <li>• <b>In Progress</b> - Provide improve support for delivery on online instruction via video/collaboration through upgrade of Adobe Connect platform - planning towards completion summer</li> </ul>
<p>2. Provide ICT advice and services that support research innovation and strong and effective research programs.</p>	<ul style="list-style-type: none"> <li>• <b>Ongoing</b> - Continue to provide support for grant processes</li> <li>• <b>Not Completed</b> - In line with VPRI planning processes, renew the service strategy for researchers.</li> </ul>

<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>	<ul style="list-style-type: none"> <li>• <b>In Progress</b> - Complete the implementation and deployment of the Research Management System (Sophia).</li> <li>• <b>Complete</b> - Provide support for PRASE “services for researchers” initiatives including improvements to computer procurement process</li> </ul>
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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	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>	<ul style="list-style-type: none"> <li>• Review the usability of Moodle with student input -               <ul style="list-style-type: none"> <li>○ <b>Not Complete</b> - Implement application enhancements to aid navigation to course websites/resources</li> <li>○ <b>Not Complete</b> - Implement additional Moodle instructional resources for students in line with eLearning strategy implementation</li> </ul> </li> <li>• <b>Not Complete</b> - Complete migration of student email to third party platform (Carried Forward)</li> <li>• <b>In Progress</b> - Continue wireless service upgrades and extension</li> <li>• <b>In Progress</b> – Perform upgrades to ResNet Service infrastructure and introduction of wireless into residences in concert with Housing services renewal program.</li> </ul>
<p>2. Use IT to make interaction with the University (tools, content, staff, services) easier for prospective students, current students, and alumni</p>	<ul style="list-style-type: none"> <li>• <b>In Progress</b> - Support for the AIF first year experience project – YUStart to launch summer 2014</li> <li>• <b>In Progress</b> - student portal enhancements (notification, YUConnect integration) (Continued)</li> <li>• <b>Complete</b> - Enhance ONCE in response to Faculty and student input</li> <li>• Provide support for student service enhancement initiatives arising from PRASE including -               <ul style="list-style-type: none"> <li>○ <b>Complete</b> - Information technology supports for the academic advising process (e.g. integrated SIS information screen).</li> <li>○ <b>Complete</b> - Student call centre services and support changes.</li> </ul> </li> </ul>
<p>3. Engage students in the process of identifying needs and implementing solutions.</p>	<ul style="list-style-type: none"> <li>• <b>In Progress</b> - Implement a student advisory group to assist in identification of priorities and advise on direction of the use of IT in the student experiences</li> </ul>

**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	Initiatives
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1. Safeguard University assets	<ul style="list-style-type: none"> <li>• <b>In Progress</b> - Review of University IT-related policies and guidelines in conjunction with privacy office and University secretariat including: <ul style="list-style-type: none"> <li>○ Standards and solution for mobile security and pilot</li> <li>○ Guidelines and procedures for University information on personal devices.</li> <li>○ Completion and adoption of a data classification framework</li> </ul> </li> </ul>
2. Help improve York's reputation through leadership in best practice	<ul style="list-style-type: none"> <li>• <b>Complete</b> – Active UIT staff participation in CANHEIT.</li> </ul>
<ul style="list-style-type: none"> <li>• Support and enhance the University's reputation through external communication and broad community engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Complete</b> – With Communications and Public Affairs completed review of York web usability and architecture; develop and carried out an improvement plan to improve usability and navigation of the York web site.</li> <li>• <b>Not Complete</b> – Enhance reliability of central web service through an upgrade Central Web hardware and software (Carried Forward);</li> <li>• <b>Ongoing</b> - Reduce reliance on unsupported web content applications through migration and broader adoption of web content management through Wordpress</li> <li>• Support AODA web compliance – <ul style="list-style-type: none"> <li>○ <b>Complete</b> - Add AODA-compliant features to university web templates</li> <li>○ <b>Complete</b> - Develop AODA training/resource materials</li> <li>○ <b>Complete</b> - Develop style guide for application design and usability</li> <li>○ <b>Complete</b> - Provisioning of captioning support for live events</li> <li>○ <b>Not Complete (Cancelled)</b> - Live captioning of Convocation for in-house and web audiences</li> </ul> </li> <li>• <b>In Progress</b> - Implementation of a new “bulk email” tool for broad University use.</li> <li>• Support for emergency communications initiatives: <ul style="list-style-type: none"> <li>○ <b>Not Complete (Not Pursued)</b> - system to support integration of emergency messaging channels</li> <li>○ <b>In Progress</b> - Continued roll out of Public address system</li> </ul> </li> </ul>

**Priority 4: Valuing people and strengthening the workplace.**

Objective	Initiatives
1. Provide IT services and support to students, faculty and staff in a manner that is seamless, effective, transparent and responsive	<ul style="list-style-type: none"> <li>• <b>In Progress</b> - Provide clarity around account and access privileges through documentation and publication of standard practice.</li> <li>• Mature UIT service delivery processes via ITSM - <ul style="list-style-type: none"> <li>○ <b>Not Complete</b> - Implementation of self-serve service requests and processes (separate from “incidents”)</li> <li>○ <b>Complete</b> - Implementation of dashboard reports</li> <li>○ <b>In Progress</b> - Enhanced service reliability via change management adoption</li> </ul> </li> </ul>
2. Continue to build a safe,	<ul style="list-style-type: none"> <li>• <b>Complete</b> – YULink Intranet launched in summer 2014 – continue to migrate content; based on feedback and</li> </ul>

positive, healthy, collegial, campus environment	<p>support, implement new features.</p> <ul style="list-style-type: none"> <li>• <b>Not Complete</b> - Obtain and implement a common solution for light-weight video conferencing/information sharing. (carried forward)</li> <li>• <b>In Progress</b> - Introduced a service using “Basecamp” to support project work; pilot of YULink for group information sharing. (carried forward)</li> </ul>
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**Priority 5: Resource Integration and Sustainability**

Objective	Initiatives
<p>1. Ensure on-going alignment of information technology resources with the University’s strategic and academic priorities</p>	<ul style="list-style-type: none"> <li>• <b>In Progress</b> - Continue to work to establish formal priority review and decision processes for: research advisory group established.</li> <li>• <b>Ongoing</b> - Expand development and communication of service metrics for UIT services. Introduced availability reporting on key services.</li> </ul>
<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 solutions</p>	<ul style="list-style-type: none"> <li>• 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"> <li>○ <b>Complete</b> – Supported changes to post-award processes</li> <li>○ Finance/Procurement processes - <ul style="list-style-type: none"> <li>• <b>In Progress</b> - Implementation of Travel and Expense (T&amp;E) solution – completion Summer 2024</li> <li>• <b>In Progress</b> - Support for migration to the new budget model (i.e. financial system changes, data exchange; report changes)</li> <li>• <b>Not Completed (cancelled)</b> - With Treasury, investigate creation of reusable generic e-store with one merchant account, for short-term use</li> </ul> </li> <li>○ Human Resource Management processes – <ul style="list-style-type: none"> <li>• <b>Not Complete</b> - Implementation of additional Manager Self Service features - Roll-out of Employee Transfers and Reports To changes</li> <li>• <b>In Progress</b> - Time Reporting Tool Phase 2 - Implement time reporting for Casual Employees. Process change planning in progress</li> <li>• <b>In Progress</b> - Improvements to Pension and Benefits processes (CUPE 3903 and post-retirement benefits, sabbatical pension top-ups)</li> <li>• <b>Complete</b> - Complete reports to support Attendance Management Program (AMP)</li> <li>• <b>Not Complete</b> - Explore replacement of York Atlas information with data from H.R. system</li> </ul> </li> <li>○ University Advancement processes - <ul style="list-style-type: none"> <li>• <b>Complete</b> - Complete “fit/gap” for Ellucian AWA</li> <li>• <b>Not Completed (cancelled)</b> Obtain a predictive analytics solution to support fund-raising</li> </ul> </li> </ul> </li> </ul>

- **In Progress** - Review of potential replacement of “single-user” access databases.
- **In Progress** - Improvements to data interfaces/integration and data cleansing solutions.
- **Complete** - Implementation of security review recommendations.
- Campus services and business operations -
  - **In Progress** - With CSBO develop a plan and begin execution of the unification of the YUcard and access cards.
  - **Complete** - Review of architecture and develop application roadmap for applications supporting campus services and business operations.
  - **Complete** - upgrade of new parking management system (WPS/Trafpark)
  - **In Progress** - Support for space management program
  - **In Progress** - Implement redundant support for building control systems (Metasys)
  - **In Progress** – Business process review of potential of increased integration of building/classroom/scheduling systems.
  - **In Progress** - Upgrade and standardization of door access system (Prowatch)
  - **In Progress** - Begin upgrade/migration to IP based system for CCTV
  - **Complete (by end of fiscal)** - Upgrade of Maximo
  - **Complete** - Blackboard Transact Upgrade & implement a QA Environment
  - **In Progress** - Dispatch & Incident Reporting Application upgrade (Perspective PPM2000)
  - **In Progress** - Upgrade Security Audio Communication Monitoring System (Dictaphone)
  - **Complete** - Enhance YPB functionality, including pre-auth, refund, charge to YUCard and otherwise as determined by community input
- Support for current and emerging priorities related to delivery of student services (including directions to come from PRASE)
  - **In Progress** - Review of CLASS system for Sport and Rec; feasibility of migration to hosted application.
  - **Not Complete** - CRM system to support integrated interactions with current students (carried forward – part of SEM)
  - **Complete** - Reviewed classroom scheduling alternatives and upgraded R25
- IT services -
  - **In Progress** - Continue incremental roll out of VOIP service (Continued) and pilot of “soft client” voice service
  - **Not Completed** - Voice mail system (call pilot) upgrade
  - **In Progress** - Upgrade remaining Windows XP (out of support April 2014) to Windows 7
  - **In Progress** - Articulate approach for Windows 8 Testing/adoption plan
  - **Not Complete** - Improve Mac and iOS support infrastructure.
  - **Complete** - Introduce changes to the CRP program to streamline computer renewal.
  - **Complete** - Upgrade of desktop systems in VPS (approx. 150 users)
  - **Not Complete** - 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

	<ul style="list-style-type: none"> <li>○ <b>In Progress</b> - Deepen use of SCCM for desktop imaging and remote service delivery (Continued)</li> <li>○ <b>In Progress</b> - 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.</li> <li>○ <b>Complete</b> - Introduce functional enhancements for York Payment Broker (e.g. pre-authorization, refund, partial payment, IE10 compatibility, reporting)</li> <li>○ <b>Not Complete (Not Pursued)</b> - Explore case for generic e-commerce application for short-term “stores” using common merchant account</li> </ul>
<p>3. Provide integrated systems, data, and records necessary to support proactive communication, collaboration, and evidence-based planning and decision-making</p>	<ul style="list-style-type: none"> <li>• <b>In Progress</b> - Complete implementation of EDW enrollment domain (continued from prior year).</li> <li>• <b>Not Complete</b> - Pilot the use of OBIEE to create a “self serve” data mart (e.g. for H.R. reporting)</li> <li>• <b>Complete</b> - Continue eReport development to support enterprise projects (Time and Labour; five year budget/forecast applications)</li> <li>• <b>Complete</b> – By April 2014 upgrade of the OBIEE platform to 11g along with conversion of existing reports and dashboards. (carried forward)</li> </ul>
<p>4. Identify strategic opportunities for use of alternative sourcing opportunities to maximize resources</p>	<ul style="list-style-type: none"> <li>• <b>Not Complete</b> - Communication of policies/guidelines for external IT services; Policy to go for approval in June 2014</li> </ul>
<p>5. Establish and maintain a reliable, secure and sustainable technology infrastructure to support the operation of University information systems.</p>	<ul style="list-style-type: none"> <li>• Provide support for PRASE IT initiatives (to be determined) – <ul style="list-style-type: none"> <li>○ <b>In Progress</b> - Printer rationalization</li> <li>○ <b>Not Completed (Cancelled)</b> - Initial steps on desktop process management</li> </ul> </li> <li>• <b>In Progress</b> - IT infrastructure planning support for new facilities and moves associated with campus expansion and renovation (e.g. PanAm Stadium, Engineering building, International sites, etc.)</li> <li>• Server, storage and database infrastructure: <ul style="list-style-type: none"> <li>○ <b>Complete</b> - Complete back up service upgrade. (continued from prior year)</li> <li>○ <b>Complete</b> – Engaged in a shared back up service pilot project with support from an MTCU grant working with UofGuelph, OCADU and Queens U.</li> <li>○ <b>Ongoing</b> - Continue to move server infrastructure to virtualization</li> <li>○ <b>Ongoing</b> - SPARC to Intel server migration</li> <li>○ <b>Not Complete</b> - Renew large scale storage (“archive”) service (carried forward)</li> <li>○ <b>Ongoing</b> - Continue database upgrade program</li> <li>○ <b>Not Complete</b> - Implement improved system/application monitoring.</li> </ul> </li> <li>• Network services: <ul style="list-style-type: none"> <li>○ <b>In Progress</b> - Continue network infrastructure upgrades and improvements to support expanded mobile use and readiness for VOIP etc.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ <b>In Progress</b> - Continue roll out of expanded and enhanced wireless service</li> <li>○ <b>Not Complete</b> - Continue upgrades for network resiliency (including Glendon WAN (Continued)).</li> <li>○ <b>In Progress</b> - Replacement of captive portal for AirYork and Yorknet</li> <li>○ <b>In Progress</b> - Retirement/replacement of ResNet authentication system.</li> <li>○ <b>Not Complete</b> - Upgrade/replacement of network management systems (netdisco, netinfo, RANCID).</li> <li>○ <b>Not Complete</b> - IP address management delegation capability (contingent upon vendor feature availability). (carried forward)</li> <li>○ <b>Not Complete</b> - Introduction of first phase of IPV6 support (carried forward)</li> <li>• <b>Complete (by fiscal end)</b> - “Retirement” of DCE technology.</li> <li>• <b>In Progress</b> - Complete migration of “YorkAdmin” services to FAS.</li> </ul>
<p>6. Manage risk to the confidentiality, integrity, and availability of University data, applications, information, and communication systems.</p>	<ul style="list-style-type: none"> <li>• <b>In Progress</b> - Obtain and implement security awareness training.</li> <li>• <b>Complete</b> - Upgraded SSLVPN and addition of mobile support. (Continued)</li> <li>• <b>In Progress</b> - Perform annual update of disaster recovery plan</li> <li>• <b>Not Complete</b> - Establish common best practices for “green IT” (carried forward)</li> <li>• <b>Not Complete</b> - Implement improved workstation power management</li> </ul>

## 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 final review within the budget process.

The computing plan continues to draw on directions and implementation priorities articulated in the 2009 IT Strategy as well as some important institutional initiatives including:

- The strategy for eLearning integration is driving improvements in our capability for eLearning support including the Moodle LMS, classroom technology and course development and transformation.
- Student recruitment and retention remains the major priority for the University - by extension contributing to a positive student experience in and outside the classroom is important for UIT. Strategic Enrollment Management is also expected to emerge as an important driver for change and I.T. supported initiatives.
- Continuing support for initiatives that support improved administrative processes in Finance, Human Resources and University Advancement.
- For I.T. infrastructure and services there continue to a number of significant initiatives related to meeting growing demand (e.g. wireless networking) and renewal (e.g. server virtualization and migration; database upgrades)
- Continuing our efforts to be clear about the value we provide via our services and look for opportunities to improve both clarity and quality of service.



Through the year the plan outlined below will be adjusted to consider the impact of further priority setting discussions as plans and priorities emerge and are clarified.

**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"> <li>1. In collaboration with the Faculties of Health and LA&amp;PS, develop and implement effective, sustainable, and scalable models for blended and online learning.</li> <li>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</li> <li>3. Support the innovative design, implementation and renovation of classrooms and instructional spaces.</li> <li>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</li> <li>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.</li> </ol>	<p>Support the success of York’s Ontario Online related initiatives through conversion of select courses to fully online.</p> <p><b>In support of Action #2</b></p> <p>Guided by community input within the eLearning strategy implementation improve the usability and utility of the Moodle LMS</p> <ul style="list-style-type: none"> <li>• Complete functional design and development of Quickr replacement and transition to Moodle (continued from 2013-14)</li> <li>• Complete review Moodle user interface, including accessibility and make improvements, driven by surveys (e.g. make more adaptable to course needs, make more attractive)</li> <li>• Integration of bookstore content into Moodle (carry forward)</li> <li>• Improve specific Moodle features, such as speed of gradebook, support for student collaboration, and assessment tools</li> </ul> <p>Expand adoption of lecture capture/recording –</p> <ul style="list-style-type: none"> <li>• Expand lecture recording capability in small classrooms plus support of home/office use.</li> <li>• Investigate providing ability for instructors to edit their recordings</li> <li>• Promote lecture recording capability and its benefits</li> <li>• Explore adding doc cam recording</li> </ul> <p>Renew synchronous meeting/classroom service through the upgrade of Adobe Connect platform (carried forward)</p> <p><b>In support of Action #3</b></p> <p>Complete RFP for in-class engagement tools and begin deployment of the service.</p> <p>Work with Faculties and Registrar’s Office staff on improving instructional technology requirements and room booking alignment.</p> <p>Support the instructional space design work related to the engineering building and associated ripple.</p>

		<p>Pilot instructional spaces for collaboration and other pedagogical impacts</p> <p>Increase functionality of mobile devices in classrooms – additional rooms equipped in line with eLearning strategy direction</p> <p><b>In support of Action #4</b></p> <p>Guided by community input within the eLearning strategy implementation, develop a multi-year plan for classroom upgrades based on defined “tiers” of rooms and incorporating new designs based on audio-visual equipment operating within a converged network.</p> <p><b>In support of Action #5</b></p> <p>Pilot of media application platform (e.g Kaltura) (continued from 2013-14)</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"> <li>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.</li> <li>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.).</li> <li>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.</li> <li>4. Increase access for faculty and graduate students to specialized software packages through advantageous pricing and administration of licensed for broad and easy distribution</li> </ol>	<p><b>In support of Action #1</b></p> <p>Provide guidance and technical leadership for proposals moving forward with the 2014 CFI competition</p> <p><b>In support of Action #2</b></p> <p>Enhance UIT’s storage offering for researchers to address remote access &amp; large archive storage needs.</p> <p>Define and publicize services for researchers who need application development and/or web sites.</p> <p><b>In support of Action #3</b></p> <p>Continue to work with VPRI and associates to build out YU Link support for research.</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>1. 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>	
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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"> <li>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.</li> <li>2. Enrich the student experience by promoting the availability and accessibility to classroom technologies.</li> <li>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.</li> <li>4. Remove barriers to on-line access by extending and enhancing wireless network access on campus.</li> <li>5. Provide students with a broad set of up to date tools to support their learning (e.g. access to specialized</li> </ol>	<p><b>In support of Action #1</b></p> <p>Based on eLearning survey feedback and focus groups improve Moodle usability for students in particular improving mobile device access using the responsive web template (primarily for students)</p> <p>Improve student print management solution by adding support for multi-function devices, and also printing from mobile clients such as iOS and Android.</p> <p>Student portal enhancements to aid navigation to course websites/resources including an improved portlet for Moodle (carry forward)</p> <p><b>In support of Action #3</b></p> <p>Investigate feasibility and potentially deploy accessibility software via virtual desktop infrastructure.</p> <p><b>In support of Action #4</b></p>

	software, discounted software, training supports).	<p>Complete wireless service upgrades (continued from 2013-14) and introduce support for 802.11ac wireless technology</p> <p>Complete service improvements in undergraduate residences to introduce wireless and increase network speed. (continued from 2013-14)</p> <p><b>In support of Action #5</b></p> <p>Complete migration of student email to third party platform (carried forward)</p> <p>Work with Faculties, the Library and Division of Students on feasibility of providing wider access to accessibility software.</p>
2. Use IT to make interaction with the University (tools, content, staff, services) easier for prospective students, current students, and alumni	<ol style="list-style-type: none"> <li>1. Provide support for initiatives arising from the “Academic Innovation Fund” process and programs that target improved service delivery for students.</li> <li>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"> <li>a. The prospective and current student portals, including integration of the vast majority of tools/services</li> <li>b. Applications and content accessible from mobile devices, including portals</li> <li>c. YU card and other e-commerce options</li> <li>d. Online student services generally, including the Student Information System</li> </ol> </li> <li>3. Improve the continuity of students’ experience in transitioning to Alumni, including both an alumni portal and with respect to identity management.</li> </ol>	<p><b>In support of Action #1</b></p> <p>Provide support for the launch of the expanded YUStart (continued from 2013-14)</p> <p><b>In support of Action #2</b></p> <p>Enhance the student portal to take advantage of the new portal infrastructure (carry forward) and address needs identified by stakeholders (requirements gathering ongoing) and students, including:</p> <ul style="list-style-type: none"> <li>• Continuing support for students who went through YU Start</li> <li>• Integration with YU Connect</li> <li>• Assignment due dates from Moodle</li> </ul> <p>And subject to capacity:</p> <ul style="list-style-type: none"> <li>• Support for more effective student time management</li> <li>• Reminders from the Registrar and SFS (e.g. fees due)</li> <li>• Improvements to new student checklist</li> <li>• Relevant portions of MyFile</li> </ul> <p>Develop a mobile strategy for key student applications mainly in the areas of student recruitment and admissions.</p> <p><b>In support of Action #3</b></p> <p>With Division of Advancement, implement changes to processes and</p>

		communications through student to alumni transition. Pilot “social media authentication” for alumni services (by Aug 2014)
3. Engage students in the process of identifying needs and implementing solutions.	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.	Put standing student advisory committee in place (Carried Forward)

**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
1. Safeguard University assets	1. Establish and maintain systems, processes and procedures to protect the University's data and IT assets.	<b>In support of Action #1</b> Deploy service for laptop encryption Implement a VPN service for mobile devices (carried forward) Evaluate and potentially adopt new anti-virus and endpoint security software Evaluate and potentially adopt improved solutions for patch management
2. Help improve York's reputation through leadership in best practice	1. Leverage conferences, award programs and participation in external industry groups to raise the profile of successes with IT at York. 2. Raise the profile of the IT environment at York to assist in attracting students, faculty, and staff.	<b>In support of Action #1</b> Promote York through participation in CANHEIT, OUCC, CAUBO and other sector conferences.
1. Support and enhance the University's reputation through external	1. In partnership with University communications/marketing and other groups, seek out and implement innovative ways to reach external audiences.	<b>In support of Action #1</b> Improve the experience and accessibility of the University web site through deployment the responsive web template for Wordpress Support managed email communication and compliance with CASL

communication and broad community engagement.		thought completion of selection and implementation of a new “bulk email” tool for broad University use. (carried forward)
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**Priority 4: Valuing people and strengthening the workplace.**

<b>Objective</b>	<b>Actions/Strategies</b>	<b>Initiatives</b>
1. Provide IT services and support to students, faculty and staff in a manner that is seamless, effective, transparent and responsive	<ol style="list-style-type: none"> <li>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.</li> <li>2. Implement a common service desk system based on ITIL framework that supports common processes, service measurement, and integration of service delivery.</li> <li>3. Develop and maintain an IT service catalogue, to provide clear definition and eligibility of services to students, faculty and staff.</li> <li>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.</li> <li>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.</li> <li>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</li> </ol>	<p><b>In support of Action #1</b></p> <p>Introduce additional self serve capability (e.g. for wireless access; SIS access; AD access; password reset)</p> <p><b>In support of Action #2</b></p> <p>Improve coordinated IT service delivery through upgrade or replacement of the existing service desk application.</p> <p><b>In support of Action #4</b></p> <p>Improved communications on IT services and support – introduce critical service dashboards, increased use of social media</p> <p><b>In support of Action #5</b></p> <p>Develop an initial draft of a common services agreement for use in SHARP budget model.</p> <p><b>In support of Action #6</b></p> <p>Introduce easier FAS share provisioning and access management.</p> <p>Increase help desk first point of resolution through greater capacity and capability to resolve incidents or provide services (e.g. remote desktop, active directory changes, etc.)</p> <p>Improve responsiveness of support through completion deployment of SCCM 2012 for UIT managed devices (continued from 2013-14)</p>

	<p>system configuration.</p> <p>7. Develop policies, standards, and processes to enable the achievement of enhanced service delivery.</p>	<p>Improve coordination of hardware/software support through standing group (associated with IT council).</p> <p>Complete Win XP to Win 7 roll out (continued from 2013-14)</p> <p>Improve Mac and iOS support infrastructure. (Carried forward)</p> <p><b>In support of Action #7</b></p> <p>Improve quality of project delivery through standardization of our project processes and supporting artifacts (requirements, plans etc.) and through better capacity planning.</p>
<p>2. 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>	<p><b>In support of Action #3</b></p> <p>Obtain and implement a common solution for light-weight video conferencing/information sharing. (carried forward)</p> <p>Implement web-based (or “dropbox-like:”) access for FAS (carried forward)</p> <p>Improvements to York “central email” web access service.</p> <p>Continue incremental roll out of VOIP service and pilot of “soft client” voice service (continued from 2013-14)</p> <p><b>In support of Action #4</b></p> <p>Further the adoption and functionality of YUlink through:</p> <ul style="list-style-type: none"> <li>• Creation and migration of content;</li> <li>• Implementation and deployment of a service within YU Link to support departmental and small group information sharing and collaboration (roll out to Division of Advancement, committees)</li> <li>• Addition of new tools and features based on community input (e.g. single sign on)</li> </ul>

**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"> <li>1. Maintain an IT Strategic Plan</li> <li>2. Work with University leadership to establish clear, well-functioning IT Governance processes and structures.</li> <li>3. Support IT Governance through:               <ol style="list-style-type: none"> <li>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.</li> <li>b. Development of information on IT investments including services and projects University-wide.</li> <li>c. Implementation of a metrics program to track IT service utilization and performance.</li> </ol> </li> <li>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.</li> </ol>	<p><b>In support of Action #2</b></p> <p>Continue to work to establish formal priority review and decision processes and structures including and advisory group on classroom/teaching spaces.</p> <p><b>In support of Action #3</b></p> <p>Publish annual service metrics on the UIT web site.</p>
<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"> <li>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.</li> <li>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.</li> <li>3. Develop and support client-specific computing software applications across academic and business units.</li> </ol>	<p><b>In support of Actions #1</b></p> <p>Support improvements to enterprise wide processes in:</p> <p>Finance/Procurement -</p> <ul style="list-style-type: none"> <li>• Complete implementation of Travel and Expense (T&amp;E) solution (pilot in April 2014 and broader implementation in summer 2014)</li> <li>• Extend the T&amp;E solution scope through implementation of travel provider in fall 2014.</li> <li>• Support for migration to the new budget model/process (i.e. financial system changes, data exchange; report changes) (carried forward)</li> <li>• Complete implementation of changes to Endowment fund – phase 1 – conversion to a “unitized” system.</li> <li>• Introduce EFT payments for Student Refunds</li> </ul>

<p>solutions</p>	<ol style="list-style-type: none"> <li>4. Improve operational efficiency (both technical and business process) and improve data quality by extending integration between key systems and data.</li> <li>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.</li> <li>6. Increase ease of access to diverse applications and web-based services through the implementation of unified login/authentication capability for staff and faculty.</li> <li>7. Improve return from existing and future IT investments through attention to usability and provision of accessible training for end users of systems.</li> <li>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.</li> </ol>	<p>HR Management</p> <ul style="list-style-type: none"> <li>• Implementation of additional Manager Self Service features - Roll-out of Employee Transfers and Reports To changes (carried forward)</li> <li>• Time Reporting Tool Phase 2 - Implement time reporting for Casual Employees (carried forward)</li> <li>• Support implementation of an application to support improvements to the non-academic employee recruitment process RFP recommendation.</li> <li>• Improvements to processes for managing post-retirement benefits, sabbatical pension top-ups (carried forward)</li> </ul> <p><b>In support of Action #2</b></p> <p>Complete upgrade of Human Resources system to HCM version 9.2</p> <p>Initiate upgrade/migration of the Advance system to new web based version (AWA). Expected completion by summer 2015.</p> <p>With Campus Services and Business Operations –</p> <ul style="list-style-type: none"> <li>• Redesign &amp; Upgrade York University Bookstore’s Point-of-sale and Inventory control system (Nebraska WinPrism)</li> <li>• Migration of Space Management System to new application (Archibus)</li> <li>• With CSBO develop a plan and begin execution of the unification of the YUcard and access cards. (carried forward)</li> <li>• Complete implementation of redundant support for building control systems (Metasys) (Carried forward)</li> <li>• Complete upgrade and standardization of door access system (Prowatch) (Continued from 2013-14)</li> <li>• Complete upgrade of T2Flex – parking permits and payments (Continued from 2013-14)</li> <li>• Begin upgrade/migration to IP based system for CCTV (carried forward)</li> <li>• Dispatch &amp; Incident Reporting Application upgrade (Perspective PPM2000) (Carried forward)</li> <li>• Upgrade Security Audio Communication Monitoring System (Dictaphone) (carried forward)</li> <li>• Support for emergency communications initiatives:</li> </ul>
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		<ul style="list-style-type: none"> <li>○ Improvements to emergency messaging – possible system to support integration of emergency messaging channels (carried forward)</li> <li>○ Infrastructure support for roll out of Public address system (continued from 2013-14)</li> </ul> <p>Support current and emerging priorities related to delivery of student services:</p> <ul style="list-style-type: none"> <li>• With VPS leadership perform a strategic review of the Student Information System.</li> <li>• Review the applications supporting classroom scheduling (R25). (Carried forward)</li> <li>• Develop a case for changing the CLASS system to the new cloud based version ActiveNet.</li> </ul> <p>Continue enhancements to the Student Information System, particularly in the areas of student transfer credit and elimination of shadow databases.</p> <p>Support goals of strategic enrolment management (SEM) program:</p> <ul style="list-style-type: none"> <li>• Opportunity for broader use of CRM</li> <li>• Provide support for the first phase of the Early Alert system for students.</li> </ul> <p>Enhance reliability of central web service through an upgrade Central Web hardware and software (carried forward).</p> <p><b>In support of Action #3</b></p> <p>Develop and support applications to enable the AAPR process.</p> <p>VP Academic &amp; Provost:</p> <ul style="list-style-type: none"> <li>• Identify Curriculum Mapping solution for YUQAP and define implementation plan.</li> </ul> <p>Research management –</p> <ul style="list-style-type: none"> <li>• Complete the first phase implementation and deployment of the Research Management System (Sophia). (carried forward)</li> </ul>
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		<p><b>In support of Action #4</b></p> <p>Implement Maximo-Sm@rtBuy integration</p> <p><b>In support of Action #8</b></p> <p>Document application data exchange interfaces and identify opportunities for simplification.</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"> <li>1. Implement the enterprise data warehouse and continue to expand access to a broad set of integrated, authoritative information.</li> <li>2. Continue to improve and integrate operational reporting (e.g. eReports, SIS reports).</li> </ol>	<p><b>In support of Action #1</b></p> <p>Complete “course enrolment” phase of EDW enrollment domain.</p> <p>As directed by steering, extend EDW application through addition of FFTE or development of operational reports or additional student demographics.</p> <p><b>In support of Action #2</b></p> <p>Expand reports for TRT – for vacation reports and as required by new TRT functionality</p> <p>Assess and make recommendation around extended use of OBIEE for H.R. reporting.</p> <p>Initiate Advancement BI Implementation project. Start dependent on AWA Migration Design sign-off. Expected completion to be determined at that time.</p>
<p>4. Identify strategic opportunities for use of alternative sourcing opportunities to maximize resources</p>	<ol style="list-style-type: none"> <li>1. Monitor the solutions marketplace on an ongoing basis to identify emerging opportunities for alternative sourcing.</li> <li>2. Define policies and guidelines to guide the appropriate sourcing and use of external services.</li> </ol>	<p><b>In support of Action #1</b></p> <p>Engage in a planning process associated with opportunities for cloud services.</p> <p><b>In support of Action #1</b></p> <p>Communication of policies/guidelines for external IT services.</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"> <li>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.</li> <li>2. Develop integrated technical architectures and technology planning to ensure that infrastructure standards are well supported, integrated, flexible and cost effective.</li> <li>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"> <li>a. Data centres, cable and fibre plant for telecom and network connectivity on campus.</li> <li>b. Systems and connectivity for satellite campuses, connectivity with other educational and research networks and institutions, and other external linkage.</li> <li>c. Data storage and backup systems, servers and other computational resources used by University applications.</li> <li>d. Databases used by university applications to enable higher-performing applications and higher availability and resiliency.</li> <li>e. Campus expansion and renovation</li> </ol> </li> <li>4. Continually assess technologies and solutions for optimum cost effectiveness and considerations of environmental sustainability.</li> <li>5. Adopt a fault-tolerant and resilient operational environment for the ICT infrastructure.</li> <li>6. Adopt leading University practices for financial and HR planning and management, fostering greater line manager accountability in these areas.</li> </ol>	<p><b>Support for Action #3</b></p> <ol style="list-style-type: none"> <li>a) Data centres and network <ul style="list-style-type: none"> <li>• Upgrades to network core routing and switching capability</li> <li>• Continue network infrastructure upgrades and improvements to support expanded mobile use and readiness for VOIP (continued from 2013-14)</li> <li>• Increase availability of 10GbE data centre network access</li> <li>• Deploy higher capacity NAT translation to handle increased mobile use in particular.</li> <li>• Upgrade network core routing and switching capacity.</li> </ul> </li> <li>b) Obtain solution for Glendon WAN redundancy (carry forward)</li> <li>c) Server, storage and backup infrastructure: <ul style="list-style-type: none"> <li>• Continue migration to Intel/Linux as standard server platform. (continued from 2013-14)</li> <li>• Complete the database upgrade program with a focus on SIS, Passport York, ARMS, Advance and YDX. (continued from 2013-14)</li> </ul> </li> <li>d) Databases: <ul style="list-style-type: none"> <li>• Complete the database upgrade program with a focus on SIS, Passport York, ARMS, Advance and YDX (continued from 2013-14).</li> </ul> </li> <li>e) Provide infrastructure planning support for new facilities and moves associated with campus expansion and renovation (e.g. PanAm Stadium, Engineering building, International sites, etc.) (continued from 2013-14)</li> </ol> <p><b>In support of Action #4</b></p> <p>Establish common best practices for “green IT” (carried forward)</p> <p>Implement improved workstation power management</p> <p>Adopt multi-function printer management best practices – possible pilot of use of print management system in admin areas.</p>
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	<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>	<p><b>In support of Action #5</b></p> <p>Improve network monitoring through upgrade or replacement of existing tool (Netdisco).</p> <p>Obtain and implement improved service/application monitoring tools.</p>
<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"> <li>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.</li> <li>2. Manage and monitor access to University data such as student, financial, and HR information, driven by comprehensive data classification and identity management disciplines.</li> <li>3. Unify and extend University "directory services" to enable enhanced collaboration, flexibility and agility for the I.T. environment.</li> <li>4. Implement systems with capabilities required for support of legislative and regulatory compliance, including privacy protection, security and industry information regulation.</li> <li>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.</li> <li>6. Manage availability risk by evolving ICT capacity plans and disaster recovery plans to the changing requirements and priorities of the University.</li> </ol>	<p><b>In support of Action #5</b></p> <p>Extend security education and awareness campaign to staff and faculty</p>

## **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.