

A black and white photograph of a computer lab with several students. In the foreground, a young man with a beard and long hair is smiling and pointing at a computer screen. Next to him, a young woman with glasses is also smiling and looking at the screen. In the background, another student is visible, working on a computer. The image has a blue tint overlay.

IT@UofT

INFORMATION TECHNOLOGY  
STRATEGIC PLAN



UNIVERSITY OF  
TORONTO



## Agenda

- Update on Strategic Planning
- Draft Vision and Strategic Pillars
- Digital Moments
- DRAFT IT Guiding Principles
- Next Steps





New direction



## New direction

The development of the University of Toronto's ITS strategic plan will:

- ✓ focus and guide our efforts to support the university's academic mission through information technology services
- ✓ inform the vision, goals and objectives, both within ITS and across the university for the next five years
- ✓ provide a clear picture of and lead our IT investments in a rapidly evolving environment
- ✓ Shape IT@UofT

  
New  
direction



\*Source: The Practical Guide To The Balanced Scorecard: Cam Scholey





STRATEGIC PLANNING LAUNCH



ALL STAFF MEETING  
(JULY 9, 2018)



ALL STAFF MEETING  
(JULY 16, 2018)



IT LEADERS



STEERING COMMITTEE

### Steering Committee:

Diane Horton – Faculty CompSci  
 Donald Boyes – Faculty Geography  
 Sean Suleman – Director HR  
 Jay Pratt – Vice Dean Research  
 Judith Chadwick – AVP Research Services

Meagan Lau Graduate student – iSchool  
 Steve Bailey – Director Academic + Campus Events  
 Susan McCahan – Vice Provost  
 Uli Krull – Principal UTM  
 Zoran Piljevic – Director IT UTSC  
 Mary Lyne – CAO Rotman





# Vision & Strategic Pillars



## Vision

IT@UofT provides leadership that enables the University to achieve our mission by fostering an integrated and collaborative community, built on creativity, agility, transparency and trust.





## Strategic Pillars

### People

pride  
inclusivity  
equity  
diverse  
engaged  
enabling  
learning  
trusted  
accountable  
proactive  
talented  
leading  
creative  
respected

### Solutions

leading  
differentiating  
innovation  
creative solutions  
stability with agility  
flexibility  
adaptive  
proactive  
efficiency  
productivity  
global recognition  
enabling  
trusted  
reliable  
accessible  
secure

### Collaboration

transparency  
integration  
responsive  
unified  
coordinated  
federated  
partnerships  
alignment  
trusted  
consistency  
proactive  
inclusive  
engaged  
communication



Digital Moments



## Digital Moment

- A digital moment is a story in time that illustrates our environment in the future state
- The story can come from any perspective: student, researcher, faculty and staff
- Focus on three years into the future
- The story needs to be realistic, specific and clear about what is happening in the environment in three years





# Digital Moment

## Describe the digital moment

1. Maya gets a reminder tweet from her LMS about the assignment for the environmental sustainability class, but she already has a plan.

2. Maya had already searched the online database for local farmers, and has gotten approval to work on a couple of fields.

3. Maya is sampling soil pH and nitrogen saturation with her smartphone sensors, feeding the data directly into the school LabIS.

4. By taking photos of the growing crops, weeds and animals, she builds an inventory of the local flora and fauna — of which 90% are automatically identified.

Story:

Maya is a 3rd year student at the University of Toronto.

Ease of Access to Authentic Learning for a Student

5. Comparisons with data from apps such as iGeology and mySoil allow her to build a mashup of data on Google Earth.

6. Maya gets "likes" for the video from a potential employer that is following her, and got an alert that she got a new badge. A potential internship?

7. Maya displays her badges with a link to the YouTube video and Google Earth mashup with a real sense of pride and accomplishment

8. Maya's professor gets a tweet about Maya's postings, assesses it, and awards a badge for the assignment as well as one for creativity

9. Seeing all the data, she formulates theory of the most sustainable crops for the local biotype, records a video and posts it to YouTube.

A background image of a campus scene featuring a large, multi-story brick building with arched windows and a central tower. In the foreground, there is a grassy lawn with scattered fallen leaves, a wooden bench, and several trees with autumn foliage in shades of orange, red, and yellow. The entire image is overlaid with a dark blue semi-transparent filter.

# IT Guiding Principles



## IT Guiding Principles

- IT Principles drive the right decisions (daily and strategic)
- About HOW not WHAT
- Meant to connect to overall success
- Are specific to the organization
- Clear enough that they cannot be misinterpreted

*"IT principles are to strategy as values are to culture."*

*Jose Ruggero – Gartner*





## IT Guiding Principles

- We take a University-wide view and embrace commonalities and strengths while respecting the diverse needs of the divisions and departments
- We put trust and value in people's unique talents from across the University
- Strive to implement simple, sustainable and adaptable solutions for our community
- Through active engagement, the needs of the students, faculty, staff inform and shape our solutions
- Security, privacy and accessibility are foundational to our work
- We use technology deliberately to achieve efficiencies and deliver more effective service through digitalization and process transformation



## Next Steps



Interactive  
meetings and  
community  
engagement

In fall 2018 (October and November) a number of interactive meetings and community engagement/consultations have been held. This will help form the strategic plan and IT guiding principles.

We will be back soon!



## Community consultation – phase 2

With guidance from the steering committee, we are proceeding with community consultation to inform our guiding principles and strategic initiatives. In the 2018 fall term a number of meetings and consultations have been planned and scheduled. Please check the webpage for registration information and for updates.

### Community consultation participation



**613**

participants to date



**38**

RSVPs for pending meetings



**651**

participants projected in total

# Community consultation – phase 2

With guidance from the steering committee, we are proceeding with community consultation to inform our guiding principles and strategic initiatives. In the 2018 fall term a number of meetings and consultations have been planned and scheduled. Please check the webpage for registration information and for updates.

## IT leadership at U of T

Joint consultation will be facilitated with U of T IT leaders – the advisory committee on enterprise information technology (ACE-IT) and the enterprise IT update committee (EITU) and ITS leadership/management.

[Register to attend](#)

Committees and Groups	Meeting Dates
ACE-IT, EITU and ITS	October 16: 9:00 a.m. – 11:00 a.m.
	October 25: 2:00 p.m. – 4:00 p.m.
	October 26: 11:30 a.m. – 1:30 p.m.

## Community engagement

Interactive community engagement sessions will be held on all three campuses, with faculty, staff and students welcome to register and participate.

[Register to attend](#)

Committees and Groups	Meeting Dates
University of Toronto Scarborough Campus (UTSC)	October 16: 1:00 p.m. – 3:00 p.m.
University of Toronto Downtown Campus (St.George)	October 26: 2:00 p.m. – 4:00 p.m.
University of Toronto Mississauga Campus (UTM)	November 1: 1:00 p.m. – 3:00 p.m.

## Divisional leadership groups

Committees and Groups	Meeting Dates
IT Leadership at UTSC	October 16: 3:30 p.m. – 5:00 p.m.
IT Leadership at UTM	November 1: 3:30 p.m. – 5:00 p.m.
IT Leadership at Faculty of Arts and Science	December 5: 10:00 a.m. – 11:30 a.m.



## Business/academic units

Leadership from academic units and key administrative functions will be invited to review the draft plan and gather input on unit priorities. This will include the following groups:

- All academic divisions
- Key business functions
  - Human Resources
  - Finance
  - Research
  - Registrars

## Academic and administrative leadership groups

Consultation will occur within the context of existing committees and reference groups.

Committees and Groups	Meeting Dates
Centre for Teaching Support and Innovation	October 15
Student Life staff members	October 19
Teaching learning technology advisory committee	October 25
Administrative leaders and central chief administrative officers	October 25
Institutional Data Hub	October 26
Teaching Academy	October 31
ITS student advisory committee	November 6
Research technical support	December 4

# General information sessions

Committees and Groups	Meeting Dates
Provosts and Deans	October 18
Divisional Registrars	October 31

Please check back often as information will be updated as more consultations are scheduled. [Your input and feedback is welcome.](#)



Thank you and Learn more

[MAIN.ITS.UTORONTO.CA/STRATEGIC-PLAN](http://MAIN.ITS.UTORONTO.CA/STRATEGIC-PLAN)