Agenda

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

- Core Purpose and Values (Enduring)
- Vision and Strategic Pillars 5 years
- Strategic Objectives 3 years
- Strategic Initiatives 1 year

Tangible, Specific → Abstract

*Source: The Practical Guide To The Balanced Scorecard: Cam Scholey
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 Pillar Development Process
2018
Vision & Strategic Pillars
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
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.
<table>
<thead>
<tr>
<th>Describe the digital moment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.</strong> Maya gets a reminder tweet from her LMS about the assignment for the environmental sustainability class, but she already has a plan.</td>
</tr>
<tr>
<td><strong>2.</strong> Maya had already searched the online database for local farmers, and has gotten approval to work on a couple of fields.</td>
</tr>
<tr>
<td><strong>3.</strong> Maya is sampling soil pH and nitrogen saturation with her smartphone sensors, feeding the data directly into the school LabIS.</td>
</tr>
<tr>
<td><strong>4.</strong> 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.</td>
</tr>
<tr>
<td><strong>5.</strong> Comparisons with data from apps such as iGeology and mySoil allow her to build a mashup of data on Google Earth.</td>
</tr>
<tr>
<td><strong>6.</strong> Maya gets &quot;likes&quot; for the video from a potential employer that is following her, and got an alert that she got a new badge. A potential internship?</td>
</tr>
<tr>
<td><strong>7.</strong> Maya displays her badges with a link to the YouTube video and Google Earth mashup with a real sense of pride and accomplishment.</td>
</tr>
<tr>
<td><strong>8.</strong> 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.</td>
</tr>
<tr>
<td><strong>9.</strong> Seeing all the data, she formulates theory of the most sustainable crops for the local biotype, records a video and posts it to YouTube.</td>
</tr>
</tbody>
</table>

**Story:**

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

Ease of Access to Authentic Learning for a Student
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
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.
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

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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

<table>
<thead>
<tr>
<th>Committees and Groups</th>
<th>Meeting Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACE-IT, EITU and ITS</td>
<td>October 16: 9:00 a.m. – 11:00 a.m.</td>
</tr>
<tr>
<td></td>
<td>October 25: 2:00 p.m. – 4:00 p.m.</td>
</tr>
<tr>
<td></td>
<td>October 26: 11:30 a.m. – 1:30 p.m.</td>
</tr>
</tbody>
</table>
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

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</thead>
<tbody>
<tr>
<td>University of Toronto Scarborough Campus (UTSC)</td>
<td>October 16: 1:00 p.m. – 3:00 p.m.</td>
</tr>
<tr>
<td>University of Toronto Downtown Campus (St.George)</td>
<td>October 26: 2:00 p.m. – 4:00 p.m.</td>
</tr>
<tr>
<td>University of Toronto Mississauga Campus (UTM)</td>
<td>November 1: 1:00 p.m. – 3:00 p.m.</td>
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Divisional leadership groups

<table>
<thead>
<tr>
<th>Committees and Groups</th>
<th>Meeting Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT Leadership at UTSC</td>
<td>October 16: 3:30 p.m. – 5:00 p.m.</td>
</tr>
<tr>
<td>IT Leadership at UTM</td>
<td>November 1: 3:30 p.m. – 5:00 p.m.</td>
</tr>
<tr>
<td>IT Leadership at Faculty of Arts and Science</td>
<td>December 5: 10:00 a.m. – 11:30 a.m.</td>
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</tbody>
</table>
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.

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>Centre for Teaching Support and Innovation</td>
<td>October 15</td>
</tr>
<tr>
<td>Student Life staff members</td>
<td>October 19</td>
</tr>
<tr>
<td>Teaching learning technology advisory committee</td>
<td>October 25</td>
</tr>
<tr>
<td>Administrative leaders and central chief administrative officers</td>
<td>October 25</td>
</tr>
<tr>
<td>Institutional Data Hub</td>
<td>October 26</td>
</tr>
<tr>
<td>Teaching Academy</td>
<td>October 31</td>
</tr>
<tr>
<td>ITS student advisory committee</td>
<td>November 6</td>
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<tr>
<td>Research technical support</td>
<td>December 4</td>
</tr>
</tbody>
</table>
# General information sessions

<table>
<thead>
<tr>
<th>Committees and Groups</th>
<th>Meeting Dates</th>
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</thead>
<tbody>
<tr>
<td>Provosts and Deans</td>
<td>October 18</td>
</tr>
<tr>
<td>Divisional Registrars</td>
<td>October 31</td>
</tr>
</tbody>
</table>

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