PURPOSE

The purpose of this Operating Plan, which will be revised annually, is twofold:

• it provides direction to all IT Services staff members on the departmental priorities for the remainder of 2021-22; and

• it informs our external stakeholders of the key activities being undertaken by IT Services during the current fiscal year.

TARGET AUDIENCES

We invite all members of the Queen’s community to review this Operating Plan, which is published by the CIO & AVP (ITS) to provide transparency and accountability on the activities to be undertaken and prioritised by IT Services during the current fiscal year. Through this Plan, our Directors are empowered to allocate resources to sustain existing services and to undertake new initiatives identified and prioritised by our stakeholders to serve the needs of the Queen’s community.

SCOPE

This plan focuses primarily on what will occur during the current fiscal year; however, Section 5 provides an outlook on activities foreseen to take place through 2024. Although the resources required to complete the opportunities that are on the radar between 2022 and 2024 have not yet been allocated or assigned, they have been included to facilitate planning at all levels.
In May 2021, the Board of Trustees approved Queen’s new strategic framework. This framework defines the mission, vision and values of Queen’s, and identifies six strategic goals.

An implementation plan for Queen’s new strategy is in still in development and is expected to be published in Fall 2021. Central to the realisation of the strategy will be the university’s recent commitment to advancing the United Nations’ Sustainable Development Goals.

IT Services’ mission, vision, values and drivers are well-aligned to the new strategic framework. Once the implementation plan is published, we will undertake a review of our activities to ensure they provide value to deliver on the university’s key priorities.

The table on the facing page demonstrates the alignment between Queen’s strategic goals and IT Services’ drivers. More detailed information on the strategic goals is available on the Principal’s website.
The IT Services Mission, Vision, Values and Drivers, established in collaboration with our team, continue to stand. Relying on our core values and reminding ourselves of our true mission has allowed us to successfully overcome this past unique and challenging year. This is a testament of how strong and relevant those foundation organisational elements still are to IT Services.

**IT SERVICES MISSION, VISION, VALUES AND DRIVERS**

**MISSION**
To strengthen student success and research impact through enabling information and technology services.

**VISION**
A Queen’s community that is empowered and enriched by evolving digital technologies, and experiences first-rate service.

**VALUES**

- **OUR COLLECTIVE CULTURE THAT GUIDES OUR ACTIONS**
  - **PEOPLE PRINCIPLES**
    - We collaborate effectively with people of diverse perspectives and experiences, and create safe spaces in which to share ideas.
    - We provide services to enable the removal of barriers to equity, and to support greater and equal participation of marginalised groups and individuals at the University.
    - We are professional, curious, forward-looking, and open to new ways of working.
    - We are responsive and transparent to the community, and demonstrate awareness of their business needs.
    - We exercise leadership at all levels and build strong stakeholder relationships.
    - We adopt an informed and risk-aware approach to timely decision-making.
    - We continuously invest in ourselves to grow competencies.

- **DESIGN PRINCIPLES**
  - Student experience comes first.
  - Institutional outcomes before technology.
  - One identity.
  - Enter data once.
  - Intuitive, accessible and secure.
  - Self-service and automation.
  - Fiscally responsible

**OUR DRIVERS**

Queen’s students’ lives are enriched and deepened by their learning journey, by experiencing an extraordinary sense of community, and by a desire for a better humanity, while also growing the knowledge, professional skills and digital literacy for the workplace.

To be achieved through:
- timely insight through integrated analytical data into their progression and pathways;
- easy-to-use and seamless integration of learning tools and campus life resources;
- student-centric service design and delivery across the institution with self-service, on-demand, and customised services and resources for different personas’ needs;
- mobility and equity: anywhere, anytime, any resource, any device and any accessibility need met;
- connected, participative, and informed through meaningful personalised notifications, customizable feeds and integrated web presence, contributing to a happy, healthy, home experience whether on campus or online; and,
- outcome-driven adoption of teaching technologies with first-rate support for faculty.

**CORE AMBITIONS WHICH ALLOW US TO ADVANCE TOWARDS OUR VISION**

- Queen’s researchers are empowered to pursue opportunities and to conduct impactful research through digital support services closely connected with research success.

To be achieved through:
- enhancing and integrating faculty, graduate and post-doctoral supports across the institution with a research-centric view;
- facilitating access to world-class computing services that advance research outcomes, collaborations, and impacts;
- facilitating interdisciplinary collaborations;
- promoting research at Queen’s; and,
- creating a dynamic environment for all researchers.
Queen's fully capitalises on its opportunities.

To be achieved through:

• reinforcing enrolment strategies through data-driven decision-making, through building quality, well-managed constituent relationships, and through presenting a modern web presence;
• assisting advancement efforts with high quality data on all Queen's constituents' engagements across the institution and throughout their lifetimes;
• enabling the expansion of on-campus, remote, online and hybrid delivery of exceptional teaching and learning experiences for credit and non-credit courses, including revenue administration automation and efficiency; and,
• supporting reporting to funding organisations through automation of performance metrics.

Optimising and transformative measures continuously support a culture of high performance across all levels of the University.

To be achieved through:

• fostering equity, diversity, inclusion, indigeneity and accessibility by design through the thoughtful implementation of digital resources;
• active community engagement that recognises the University as a human institution that exists for a planetary good;
• including digital literacy and proficiency planning and activities throughout our digital journey;
• facilitating informed decision-making through the development of business intelligence capabilities, including data governance, data literacy, data integration, data analytics and AI;
• continuous improvement through the ongoing evaluation of betterment opportunities, through process re-engineering, and by seeking synergies across Queen's;
• modernising service delivery to respond to the journey toward a pervasive digital curriculum;
• supporting reporting to funding organisations through automation of performance metrics.

Queen’s has achieved a dynamic state of continuous evolution within its digital environment, seamlessly adapting to change and encouraging its community members to pursue opportunities.

To be achieved through:

• continuously evolving the digital environment to fulfill the University’s aspirations as they emerge:
  • modernised core capabilities and robust infrastructure set the foundation for Queen’s digitalization journey;
  • people are skilled, connected across communities, united around a common understanding of Queen’s values, vision and goals; and
  • adaptive governance is in place to allow for rapid innovation while maximizing value for the institution.

• mitigating cyber risks by cultivating risk-informed communities, maturing cybersecurity practices, ensuring regulatory security compliance, practicing responsible asset management, and enhancing continuity planning.
As a value-added partner, it is essential for IT Services to align its departmental efforts with the institutional guidance described above. As a result, IT Services will, for the remainder of FY 2021-22, pay particular attention to all activities relating to the following priorities:

**OUR PRIORITIES FOR FY 2021-22**

**ONTARIO HEALTH DATA PLATFORM AT QUEEN’S (OHDP-Q)**
Launched in 2020, this platform provides data access to researchers to better detect, plan and respond to the COVID-19 outbreak. During this fiscal year, efforts will be focused on maturing the controls already implemented to host pseudonymised health data, and to establish a solution capable of hosting identifiable health data (PHO). Due to its nature and strategic importance, IT Services will continue to provide direct and sustained support for OHDP-Q (current), Phase 1 of OHDP-Q (PHO), and support to be determined for Phase 2+ of OHDP-Q (PHO).

**CYBERSECURITY MATURATION (CSAP-M)**
Following the closeout of Cybersecurity Action Plan 2019-21, a period of time will be taken to reassess the University’s cybersecurity risk environment, to undertake detailed planning for the next cybersecurity action plan (including financial planning), and to mature some of the capabilities delivered in AP19-21 to maximise the value of those investments. This reassessment phase, known as Cybersecurity Maturation (CSAP-M), will begin at the start of FY 2021-22 and last from 12-18 months. Key areas of focus will include enforcement of multi-factor authentication and endpoint protection; ServiceNow maturation; data management/protection; cloud security; asset criticality; perimeter protection; vulnerability management; and identity management and governance maturation.

**NETWORK MODERNISATION**
Following a network readiness assessment completed by a third party in February 2020, a multi-year plan will kick off during this fiscal year to provide a modern, high-performance, universally connected, safe and secure campus network to support teaching, learning and research excellence. The campus network will be uplifted on a building-by-building basis, and Year 1 will focus on establishing criteria for building prioritisation; templated building designs; acquisition of assets; and implementation in one pilot building and a few research-intensive buildings (to be identified).

**WORKFORCE ENRICHMENT**
The past year tested our workforce in ways that were utterly unforeseen. Not only was our capacity stretched to its limits (and beyond) and our priorities upended on a dime, our ways of working were completely re-imagined overnight. These sudden changes brought both challenges and opportunities, and it is now time to pause and reflect. Are the right people working on the right things at the right time? Are workloads balanced appropriately? Are we doing everything we can to make IT Services a workplace that is sought after by a diverse pool of skilled and qualified candidates - and one that current employees wish to stay at? Optimising the work environment for current and potential team members is a high priority for the current year.
The tables on the following pages show the IT Opportunities that have been funded and sourced through the Business Initiative Intake and Resource Planning process. Each section corresponds to one of the five IT Opportunity domains as identified in the process (Teaching and Learning; Digital Platforms; Research Support; Human Resources and Finance Administration; and Student Lifecycle Administration and Support), and the initiatives within each domain are further mapped against IT Services’ drivers and planned year of implementation.

See Section 5 of this document for more detailed information on the initiatives being implemented in 2021-22.

Note that the number of new initiatives being implemented in the current fiscal year in the Student Experience domain is relatively modest given the significant number of new capabilities implemented to support teaching and learning during the pandemic.
RESEARCH SUPPORT

- Uplift Network in Prioritized Key Research Buildings as part of Network Modernisation Initiative

IDENTIFIED

- Improve/Replace Research Funding Opportunities Database
- UBS - TRAQ Upgrade and Data Migration
- Milestone Tracking Solution for Graduate Students
- Funding Tracking Solution for Graduate Students
- Implement Searchable Research Discovery Network
- Implement Research Support Services One-Stop Gateway

Initiatives to be implemented in this timeframe to be identified through the ongoing Business Intake Process

RESEARCH INTENSIFICATION

- Improve/Replace Research Funding Opportunities Database*
- URS – TRAQ Upgrade and Data Migration
- Milestone Tracking Solution for Graduate Students
- Funding Tracking Solution for Graduate Students
- Implement Searchable Research Discovery Network
- Implement Research Support Services One-Stop Gateway

OPERATIONAL EXCELLENCE

- Implement Job Description Management Solution
- ORIF – Term Adjunct Data Management and Reporting
- PeopleSoft (HR) Ensure Quality of HR Data (Resolution of HR Data Issues)
- PeopleSoft (HR) Implement Automated RoE (Record of Employment)
- PeopleSoft (FIN) Enable Accounts Receivable Module
- Conversion to New University Pension Plan (UPP)
- PCI-Compliant Solution to Accept Credit Card information by Phone

Initiatives to be implemented in this timeframe to be identified through the ongoing Business Intake Process

IDENTIFIED

- Implement Enterprise Workshop Registration and Training Tracking Solution
- PeopleSoft (HR) Implement Benefits Administration Module
- PeopleSoft (HR) Deactivate NetIDs of Terminated Employees with Multiple Appointments
- PGME Payment Processing & Reconciliation
- Campus Security-Scheduling Solution
- Risk and Safety - Business Continuity Planning Solution

STUDENT LIFECYCLE, ADMINISTRATION & SUPPORT

- Replace Non-Standard Admission Application
- Implement Enterprise Student Accommodations Solution (Ventus)
- Implement Online Undergraduate Calendar Solution (Leapfrog)
- PeopleSoft (CS) Implement Fluid User Interface for SOLUS

IDENTIFIED

- Create Non-Standard Bursary Application Suite
- PeopleSoft (CS) Conduct Functional Fit/Gap

STUDENT EXPERIENCE

- Upgrade UHIP (University Health Insurance Plan) Portal for QUIC
- PeopleSoft (CS) PUM Technical Updates
- ORIF – PeopleSoft (CS) Customisations
- Implement LOP (Letter of Permission) and Transfer Credit Process
- Upgrade Administration of Personal Statement of Experience (PSE)
- BHSc – Qualtrics QClassroom for Program Evaluation integration with SOLUS
- OUR – Request for Dynamic Dating in PeopleSoft (CS)
- Download of Grad Admission Data from SGS Graduate Student Application for School of Business
- Exams Office - Request for New Editable Webform
- OUR Student Awards Commitment Scholar Award

IDENTIFIED

- Implement OUAC Conversion Integrations (Phase 3)
- Implement Virtual Event Hosting Solution

HUMAN RESOURCES & FINANCE ADMINISTRATION

- Implement Enterprise Workshop Registration and Training Tracking Solution
- PeopleSoft (HR) Implement Benefits Administration Module
- PeopleSoft (HR) Deactivate NetIDs of Terminated Employees with Multiple Appointments
- PGME Payment Processing & Reconciliation
- Campus Security-Scheduling Solution
- Risk and Safety - Business Continuity Planning Solution

IDENTIFIED

- Implement Enterprise Workshop Registration and Training Tracking Solution
- PeopleSoft (HR) Implement Benefits Administration Module
- PeopleSoft (HR) Deactivate NetIDs of Terminated Employees with Multiple Appointments
- PGME Payment Processing & Reconciliation
- Campus Security-Scheduling Solution
- Risk and Safety - Business Continuity Planning Solution

IDENTIFIED

- PeopleSoft (CS) Streamline Auto-Enrolment Process for 1st-Year ASO (Arts & Science Online) Students
- FAS – Implement Name Pronunciation Solution (incl. onQ integration)
- AVP (International)-Information Management Tracking and Reporting Solution
- PeopleSoft (CS) Enable Guest Access for Selected Components
- Student Experience Office – Orientation Week Calendar Solution
- Exams Office – Request for New Editable Webform
- OUR Student Awards Commitment Scholar Award

OPERATIONAL EXCELLENCE

- Implement OUAC Conversion Integrations (Phase 3)
- Implement Virtual Event Hosting Solution

IDENTIFIED

- Upgrade UHIP (University Health Insurance Plan) Portal for QUIC
- PeopleSoft (CS) PUM Technical Updates
- ORIF – PeopleSoft (CS) Customisations
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- OUR Student Awards Commitment Scholar Award

IDENTIFIED

- Create Non-Standard Bursary Application Suite
- PeopleSoft (CS) Conduct Functional Fit/Gap

STUDENT EXPERIENCE

- LETTER OF PERMISSION AND TRANSFER CREDITS FOR INTERNATIONAL PROGRAMS OFFICE
- OUR – TRACKING STUDENTS IN CERTIFICATE PROGRAMS

REVENUE GENERATION

- Implement Solutions for Administration of Non-Credit/ Non-Degree Courses (Registration, Online Delivery)

IDENTIFIED

- Implement OUAC Conversion Integrations (Phase 3)
- Implement Virtual Event Hosting Solution

DIGITAL RESILIENCE & AGILITY

- Implement OUAC Conversion Integrations (Phase 3)
- Implement Virtual Event Hosting Solution

IDENTIFIED

- Implement Solution for Administration of Non-Credit/ Non-Degree Courses (Registration, Online Delivery)
ACTIVITIES, ACCOUNTABILITIES & MILESTONES

The following tables provide high-level operational direction for each of the Directorates and are meant to guide them in delivering the priority initiatives, projects and activities, at the right time, in order to achieve the desired outcomes. Just as importantly, it is also meant to inform IT Services and the Queen’s community of all the ongoing activities within IT Services. Such information-sharing across Directorates should trigger maximum collaboration between all teams. Synopses of each activity can be found in Appendix A.

### STRATEGY & ARCHITECTURE

#### DEVELOPMENT OF DATA PROTECTION STRATEGY
- **Responsible**: Interim Director, Strategy & Architecture (S. Vasram)
- **Beneficiary**: Queen’s Community
- **Due**: 2021-07-31
- **Deliverable/Milestones**
  - Statement of work defined
  - Strategy development complete

#### CYBER INCIDENT RESPONSE PLAN (CIRP) TABLETOP EXERCISE (TTX)
- **Responsible**: Interim Director, Strategy & Architecture (S. Vasram)
- **Beneficiary**: Technical Incident Response Team (IRT)
- **Due**: 2021-12-31
- **Deliverable/Milestones**
  - Plan TTX scenarios
  - Develop TTX scenarios
  - Execute TTX scenarios
  - Document Lessons Learned

#### DEVELOPMENT OF CYBERSECURITY ACTION PLAN 2022-23+
- **Responsible**: Interim Director, Strategy & Architecture (S. Vasram)
- **Beneficiary**: Queen’s Community
- **Due**: 2022-04-30
- **Deliverable/Milestones**
  - Comprehensive Phase 2 Action Plan defined

#### EXECUTION OF AND CONTINUOUS IMPROVEMENT OF STRATEGY AND ARCHITECTURE SERVICES
- **Responsible**: Interim Director, Strategy & Architecture (S. Vasram)
- **Beneficiary**: Queen’s Community
- **Ongoing**
- **Deliverable/Milestones**
  - Ensure that team members have dedicated time to continue providing key services to their customers.
  - Ensure that team members have time to improve these processes as feedback/opportunities present themselves.

#### OPERATING PLAN FOR 2022-23
- **Responsible**: Interim Director, Strategy & Architecture (S. Vasram)
- **Beneficiary**: Primary: IT Services
- **Monthly updates to planned activities for 2022-23**

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**LEGEND**

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<tr>
<th>STUDENT EXPERIENCE</th>
<th>RESEARCH INTENSIFICATION</th>
<th>REVENUE GENERATION</th>
<th>OPERATIONAL EXCELLENCE</th>
<th>DIGITAL RESILIENCE &amp; AGILITY</th>
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**REF** | **IT OPPORTUNITY/ACTIVITY** | **RESPONSIBLE** | **BENEFICIARY** | **2021-22 MILESTONES/DELIVERABLES** |
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**STRATEGY & ARCHITECTURE**

Strategy and Architecture is responsible for aligning IT Services’ direction and functional operations to Queen’s objectives and strategy, maximising the return on Queen’s investments in IT solutions against institutional expectations for value.
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<th>REF</th>
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<td></td>
<td>Improve the Delivery of the Business Intake and Resource Planning Process</td>
<td>Assistant Director, Business Relationships (S. Wilson)</td>
<td>IT Services</td>
<td>• Organize a minimum of one workshop, more may be added if needed in 2022</td>
<td>2021-12-31</td>
<td>Ongoing</td>
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<td></td>
<td>Enhance and Facilitate Governance of the Business Intake and Resource Planning Process</td>
<td>Assistant Director, Business Relationships (S. Wilson)</td>
<td>IT Services QDPC Queen’s Community</td>
<td>• Redefine domain committees where applicable</td>
<td>2021-08-31</td>
<td>Ongoing</td>
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<td></td>
<td>Increase Business Intake and Resource Planning Process Transparency and Dynamic Information Sharing</td>
<td>Assistant Director, Business Relationships (S. Wilson)</td>
<td>IT Services QDPC Queen’s Community</td>
<td>• Build intake process and data into each domain committee’s Terms of Reference</td>
<td>2021-10-31</td>
<td>Ongoing</td>
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<td></td>
<td>Continue all Activities Related to Business Intake and Respond to Needs of Stakeholders</td>
<td>Assistant Director, Business Relationships (S. Wilson)</td>
<td>IT Services QDPC Queen’s Community</td>
<td>• The BRM team will continue to support our stakeholders and IT Services as needs arise</td>
<td>Ongoing</td>
<td>Ongoing</td>
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<td>EXCEPTIONAL ACCESS AUTHORIZATION POLICY AND PROCEDURE – REVIEW AND UPDATE</td>
<td>Information Security Officer (D. Ernst)</td>
<td>Queen’s Community</td>
<td>• Exceptional Access Authorization Policy and Procedure – Review and Update</td>
<td>Ongoing</td>
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<td>CYBERSECURITY EDUCATION AND AWARENESS CAMPAIGNS</td>
<td>Information Security Officer (D. Ernst) Information Security Analyst (B. Chan)</td>
<td>Queen’s Community</td>
<td>• Cybersecurity Education and Awareness Campaigns</td>
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<td>Ongoing</td>
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### Definition and Implementation Planning of Enterprise Architecture Program for Queen's

- **Enterprise Architect** (M. East)

#### Security Assessment Process
- Information Security Specialist (M. Flores)

#### Enterprise Architecture
- Enterprise Architect (M. East)
- Business Architect (S. Vasram)

#### Modernization (using ServiceNow) of Technology Application Portfolio
- Enterprise Architect (M. East)

#### Support and deliver an Operating Model for Campus Student Warehouse
- Information and Data Management Officer (A. Bhatt)

### Track and Manage Enterprise Architecture Patterns and Standard – ongoing
- Enterprise Architect (M. East)

#### Develop an Evolving 2–3-year Strategic Technology Roadmap for Queen’s (as one part of Enterprise Architecture program)
- Enterprise Architect (M. East)

### Develop the Data Proficiency Program Plan
- Information and Data Management Officer (A. Bhatt)

### Complete CASP D1/D2 Project for Sensitive Data Discover Pilot
- Information and Data Management Officer (A. Bhatt)

### Support and deliver a Data Governance Capability for Enterprise CRM
- Information and Data Management Officer (A. Bhatt)

### Support and deliver an Operating Model for Campus Student Warehouse
- Information and Data Management Officer (A. Bhatt)

### Research Support Activities
- Enterprise Architect (M. East)

### Accountable Directorate

#### Strategy & Architecture

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<td>Role-based campaign (select members)</td>
<td>2022-04-30</td>
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<td>Role-based campaign (select members)</td>
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<td>Planning to mandate cyber training for FY2022-23</td>
<td>2021-09-30</td>
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<td>Planning to mandate Security Assessment Process</td>
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<td>Tracking progress on Pattern recommendations developed during Cybersecurity Action Plan</td>
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<td>IT Services technology and applications (converting current spreadsheets)</td>
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<td>Ongoing support to Risk Owners, Assessors, Business Owners and Evaluators</td>
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<td>Focused data governance capability based on CRM priorities identified</td>
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### Strategic Action Plan D1/D2

- **Information and Data Management Officer** (A. Bhatt)

#### Complete Proof of Concept for Sensitive Data Discovery
- Information and Data Management Officer (A. Bhatt)

### Contribute to Research Computing Services Target Operating Model
- Enterprise Architect (M. East)

#### Research Support Activities
- Enterprise Architect (M. East)

### Accountable Directorate

#### Strategy & Architecture

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</table>
## Asset Criticality Identification (CSAP-M)

- Business Architect (S. Vasram)
- Enterprise Architect (M. East)

**Queen's Community**

2021-07-31
- Statement of work defined
2021-01-31
- Phase 1 Rollout completion (~100 systems)

## Develop Queen's Standard IT Strategy and Roadmap

- Business Architect (S. Vasram)
- Enterprise Architect (M. East)

**IT Services**

2022-04-30
- As part of EA roadmap, develop, validate and advertise a set of standard IT baselines for use by IT Services and other IT units where appropriate.

## Enterprise CRM – Preparation

- Business Architect (S. Vasram)
- Assistant Director, Programs (M. Onuoha)
- Manager, Solution Engineering (T & L, and Personal Effectiveness) (B. Murphy)

**Queen's Community**

2021-09-30
- Design Procurement Approach
2022-02-28
- Draft Procurement
2022-04-30
- Publish Procurement to Market

## Enterprise CRM – RFP Design and Development

- Business Architect (S. Vasram)
- Director, Service Ops (Vacant)
- Manager, Solution Engineering (T & L, and Personal Effectiveness) (B. Murphy)

**Queen's Community**

2021-09-30
- Design Procurement Approach
2022-02-28
- Draft Procurement
2022-04-30
- Publish Procurement to Market

## M365 Licensing Review

- Business Architect (S. Vasram)
- Director, Service Ops (Vacant)
- Manager, Solution Engineering (T & L, and Personal Effectiveness) (B. Murphy)

**Queen's Community**

2021-10-31
- SOW for expert services drafted
2022-02-28
- Assessment of M365 users and their usage
- Assessment of M365 Functions/Capabilities and their usage
- M365 Licensing Model with Persona-based grouping
- M365 Implementation Roadmap

## Telephony Replacement Program

- Director, Solution Development (J. Glassford)

**Queen's Community**

2021-06-30
- RFP publication
2021-10-30
- Agreement signed
2022-12-23
- 6000 standard lines migrated
2022-02-28
- Project completion

## FAS Online Calendar Leapfrog

- Manager, Solution Engineering (Student Lifecycle) (A. Kilfoyle)

**Faculty of Arts and Science**

2021-06-30
- Phase I completion
2022-05-30
- Phase II completion
2022-12-23
- Phase III completion

## PeopleSoft (CS) OIRP OUR Data

- Manager, Solution Engineering (Student Lifecycle) (A. Kilfoyle)

**Institutional Research and Planning (IRP)**

2021-06-30
- MVP
2022-02-14
- Go-live
2022-02-28
- Project completion

## PeopleSoft (CS) Transfer Technical Updates

- Manager, Solution Engineering (Student Lifecycle) (A. Kilfoyle)

**Queen's Community**

2021-07-30
- Project completion

## Improve Grade Upload Process within Solus

- Manager, Solution Engineering (Student Lifecycle) (A. Kilfoyle)

**Queen's Community**

2021-10-01
- Project kick-off
2022-06-30
- Project completion

## ACCOUNTABLE DIRECTORATE

**Strategy & Architecture**

Solution Development is responsible for the design, build, test and transition of new services and solutions into production, including program/project management and solution, data, and technology engineering.
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**ACCOUNTABLE DIRECTORATE:** SOLUTION DEVELOPMENT

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<td>Cyber Security Operations Dashboard</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>IT Services</td>
<td>2021-11-30</td>
<td>Project completion</td>
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<tr>
<td>4</td>
<td>Building Occupancy Dashboard - Phase II</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Physical Plant Services</td>
<td>2021-09-01</td>
<td>Project kick-off</td>
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<tr>
<td>5</td>
<td>SGS Dashboards (Milestone Tracking and Funding)</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>School of Graduate Studies</td>
<td>TBD</td>
<td>Project kick-off</td>
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<tr>
<td>6</td>
<td>Data Proficiency - Power BI Knowledge Sessions</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen's Community</td>
<td>2022-01-31</td>
<td>Project completion</td>
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<tr>
<td>7</td>
<td>NextGen Network – Campus (Design)</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen's Community</td>
<td>2021-10-29</td>
<td>Design approved</td>
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<tr>
<td>8</td>
<td>Housing and Ancillary Services – Request to Further Increase ResNet Bandwidth</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Housing and Ancillary Services</td>
<td>TBD</td>
<td>Project kick-off</td>
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<td>9</td>
<td>NextGen Network – Core/Perimeter (Design)</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen's Community</td>
<td>2022-02-14</td>
<td>Design approved</td>
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<td>10</td>
<td>Cloud Hosting Environment Security Enhancements</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen's Community</td>
<td>2021-08-31</td>
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<td>11</td>
<td>PHI Hosting Environment Security Assessment</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen's Community</td>
<td>2021-06-02</td>
<td>Project kick-off</td>
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<td>12</td>
<td>Cybersecurity Program - Identity Management (Tb) &amp; Maturation of SailPoint</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen's Community</td>
<td>2021-09-07</td>
<td>Go-live for SailPoint</td>
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<td>13</td>
<td>Integration Strategy &amp; Roadmap (Mobile Integration Strategy Included)</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen's Community</td>
<td>2021-09-30</td>
<td>Project completion</td>
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<td>14</td>
<td>MFA Enforcement</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen's Community</td>
<td>2021-07-30</td>
<td>Require MFA for O365 for Staff</td>
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<td>15</td>
<td>Endpoint Protection (EP) Enforcement</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen's Community</td>
<td>2021-09-30</td>
<td>Require MFA on select Finance Apps – AcQuire, FAST</td>
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<td>16</td>
<td>End-to-end Enterprise Single Sign-On (SSO)</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen's Community</td>
<td>2021-10-29</td>
<td>Require MFA for O365 for Faculty</td>
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<td>17</td>
<td>Physical Plant Services</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen's Community</td>
<td>2021-11-30</td>
<td>Require MFA for PCSA privileged users</td>
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<td>18</td>
<td>DoDCS completed</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen's Community</td>
<td>2022-01-31</td>
<td>Enable MFA for students for PS (CS)</td>
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<td>19</td>
<td>P4 Pattern Gaps Identification &amp; Recommendation</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen's Community</td>
<td>2022-03-31</td>
<td>Project kick-off</td>
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<td>20</td>
<td>Physical Plant Services</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen's Community</td>
<td>2022-04-30</td>
<td>Project completion</td>
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<td>21</td>
<td>Queen's Community</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen's Community</td>
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<td>22</td>
<td>Queen's Community</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen's Community</td>
<td>2022-04-30</td>
<td>Project completion</td>
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</tbody>
</table>
Service Operations is responsible for the ongoing management, maintenance and support of services, solutions and technology assets, and transitioning new ones into production.

<table>
<thead>
<tr>
<th>REF</th>
<th>IT OPPORTUNITY/ACTIVITY</th>
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<th>BENEFICIARY</th>
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<th>DELIVERABLE/MILESTONES</th>
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</thead>
<tbody>
<tr>
<td>CONTINUOUS IMPROVEMENT</td>
<td>ServiceNow Maturation – normalize our usage and lay the foundation for future growth</td>
<td>IT Services Queen’s Community</td>
<td>Continuous Service Improvement Manager (A. Gissing)</td>
<td>Ongoing</td>
<td>• Assume duties of the ServiceNow Platform Owner until the role is filled</td>
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<td></td>
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<td>• Normalise: form a full-time Platform Team, ITSM Roadmap, Platform Operating Model, Service Portfolio List</td>
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<td></td>
<td>• Foundation: Enterprise Service Management Plan, Configuration Management Plan, ITSM Expansion</td>
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<td>Build a Current State Foundation of Service Management Roles and Responsibilities</td>
<td>IT Services</td>
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<td>Establish the Foundations of Continuous Improvement</td>
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<td></td>
<td>Improve the Transition of Projects and their Respective Business, Technical, and Stakeholder Details from Solutions Development to Service Operations</td>
<td>IT Services</td>
</tr>
</tbody>
</table>

| SECURITY OPERATIONS | iTrack Process Maturity | Manager, Service Support Centre (S. Ferguson) | IT Services | 2021-10-01 | • Move PCI processes from iTrack to ServiceNow |
| | | | | | Change Management Process Maturity | Manager, Infrastructure Services (J. Neufeld) | IT Services | Ongoing | • Evolve IT Services’ Change Management program to include increased post-change evaluation, monitoring of incidents caused by changes, and understanding of pre-change testing processes |
| | Continue activities related to continuous improvement for Service Operations | Continuous Service Improvement Manager (A. Gissing) | IT Services | Ongoing | • Support department as needs arise |
| | ONCP Environment Security Operations Maturity | Manager, Operations Centre (J. Lewis) | IT Services | Ongoing | • Per Deloitte Security Roadmap, Ops plan, etc. |
| | | | | | OOHDP Centre for Advanced Computing | IT Services OHDP Centre for Advanced Computing | • Continued Infrastructure Improvements |
| | SIEM/QRadar Solution Maturity and Expansion | Manager, Operations Centre (J. Lewis) | IT Services | Ongoing | • IT Services Log source onboarding |
| | | | | | | • Departmental Onboarding |
| | | | | | | • MSSP Maturation |
| | Privileged Password Management | Manager, Security Operations Centre (J. Lewis) | IT Services | Ongoing | • Create as a formal IT Services’ service |
| | | | | | | • IT Services team onboarding |
| | | | | | | • Departmental Onboarding |
| | | | | | | • Solution operationalization and improvements | Faculty of Health Sciences | Ongoing | • |
Canarie Security Services/Projects
- Manager, Security Operations Centre (J. Lewis)
  • IT Services
  • Queen's Community

Windows Defender for Endpoint Pilot
- Manager, Security Operations Centre (J. Lewis)
  • IT Services
  • Pilot of Microsoft advanced endpoint security solution for IT Services

APPLICATION SERVICES
Service Delivery
- Manager, Application Services (G. Ferland)
  • BISC
    - Physical Plant Services Advancement
    - Implement or integration replacement of PPS Central Access Control System
  - Ongoing
    - CHDP-Q

Cloud Migration in support of Cloud Strategy
- Manager, Application Services (G. Ferland)
  • Application Services Planner (T. Stellato)
  • Queen's Community
  - Cloud Migration - Tableau
  - Cloud Migration - Barracuda Mail Gateway Migration to Azure
  - Cloud Migration - Exchange Migration to Azure
  - Cloud Migration - List Serv Migration to Azure
  - 2021-07-31
  - 2021-10-31
  - 2021-12-31

Technology Lifecycle - Maintenance and Sustainment
- Manager, Application Services (G. Ferland)
  • Queen's Community
  - Microsoft Licensing - move retirees and alumni from A1 license to Alumni licenses
  - PeopleSoft Campus Solutions upgrade
  - CCTV OS and Application upgrade
  - Skype for Business retirement
  - Transform PeopleSoft file transfer services - SFTP Servers and file access
  - 2021-03-31
  - 2021-06-30
  - 2021-07-30
  - 2021-07-31
  - 2021-09-30

Operationalization and Operational Efficiency
- Manager, Application Services (G. Ferland)
  • Application Services Planner (T. Stellato)
  • Queen's Community
  - PeopleSoft Access Management RFP
  - ServiceNow version upgrade - Paris to Quebec
  - Basic authentication for Office 365 giving away spring 2021
  - Oracle Database Appliance upgrade
  - Upgrade all Domain controllers from 2012
  - 2021-10-31
  - 2021-12-31
  - 2022-04-30

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ACCOUNTABLE DIRECTORATE
SERVICE OPERATIONS
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  - ServiceNow version upgrade - Paris to Quebec
  - Basic authentication for Office 365 giving away spring 2021
  - Oracle Database Appliance upgrade
  - Upgrade all Domain controllers from 2012
  - 2021-10-31
  - 2021-12-31
  - 2022-04-30
# Lifecycle Classrooms and Sites
- **Manager, Service Support (Digital Classrooms)** (S. Alexander)
- **Queen's Community**
  - **2021-08-30**
  - Upgrade teaching technologies in 17 classrooms to include lecture capture and streaming and migrate the rooms to our digital standards
  - Complete renovation of BioSciences 1101 including the technology a large video wall and lecture capture and streaming and migrate the room to our digital standards

# Telecommunications
- **Manager, Infrastructure Services** (J. Neufeld)
- **Queen's Community**
  - Ongoing
  - Maintain current system (PBX and Telus Business Solution), establish improved processes to report/monitor outages
  - Identify the non-migration systems currently dependent on PBX/analog circuits
  - Monitor network impacts resulting from increased use of Teams

# Data Centre Maintenance, Renewals, and Improvements
- **Manager, Infrastructure Services** (J. Neufeld)
- **Queen's Community**
  - **2021-08-30**
  - Refresh VNX environment that supports on premise storage at CAC and Dupuis – refresh to address capacity and beyond end-of-life equipment
  - Refresh VM Cluster supporting on premise test and development environments

# Next Generation Network - Project - wave 1
- **Manager, Infrastructure Services** (J. Neufeld)
- **Queen's Community**
  - **2022-04-30**
  - Develop and implement NGN wave 1 to MVP for modern Network Lab environment, Dupuis Hall and Four (4) research intensive buildings

# Next Generation Network - Project - wave 2
- **Manager, Infrastructure Services** (J. Neufeld)
- **Queen's Community**
  - **2021-11-01**
  - Develop the plan and initiate procurement of NGN wave 2 - next successive 10 Buildings

# FireWall Migration
- **Manager, Infrastructure Services** (J. Neufeld)
- **Queen's Community**
  - **2022-04-30**
  - Continue to migrate existing Cisco Firewalls to FortGate Firewalls (Fortinet) - This FY focus to be:
    - DCT VPN user migration
    - DCT data center firewall migration
    - AdminPix VPN user migration
    - AdminPix data center firewall migration
    - Out of Band firewall migration
Move Printers to Private IPs

- Manager, Service Support Centre (S. Ferguson)

2021-12-31
- Continue identifying and working with departments to move departmental printers to secure Printer subnet
- On-campus consultation with staff required and will be dependent on return to campus

IIQ – NAC – MFA- inTune/EndPoint Compliance

- Manager, Service Support Centre (S. Ferguson)

2022-04-30
- Support user community in the area of identity management, Network Authentication and Multi-Factor Authentication
- Adjust processes in ServiceNow improving efficiency
- Build Knowledge Articles to support the services and to adjust as issues are experienced.

Prepare Annual Budget Submission

- Interim Director, Operational Oversight (T. Overvelde)

2021-05-30
- Provide Budget Preparation Plan to IT Services Leadership
- Preliminary Digital Planning Fund allocation prepared for QDPC review
- Preliminary Software Fund allocation prepared for COI/AVP review
- Preliminary Operating Fund allocation prepared for COI/AVP review
- Preliminary Infrastructure Fund allocation prepared for COI/AVP review
- Submission prepared for VPFA review
- Periodic full year financial projections prepared and submitted

Coordinate Departmental Events

- Interim Director, Operational Oversight (T. Overvelde)

Complete Procurement Activity for All Services and Software Licenses in Support of New Operating Requirements

- Interim Director, Operational Oversight (T. Overvelde)
- Manager, Vendor Management (B. Coughtrey)

Provide Support for the Completion of Performance Reviews

- Human Resources Advisor (S. Boulton)

2021-06-14
- Performance reviews completed for all IT Services QMPG staff
- Provide support to IT Services Management for any/all performance reviews completed for IT Services non-QMPG staff
<table>
<thead>
<tr>
<th>REF</th>
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<th>DUE NLT</th>
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</thead>
<tbody>
<tr>
<td>Prepare the Annual Training Plan for IT Services</td>
<td>Interim Director, Operational Oversight (T. Overvelde)</td>
<td>IT Services</td>
<td>Training plan prepared to address new services and professional development needs (encapsulating input from Directors)</td>
<td>2021-08-31</td>
<td></td>
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<tr>
<td>Address Workforce Recruiting Needs</td>
<td>Interim Director, Operational Oversight (T. Overvelde)</td>
<td>IT Services</td>
<td>As required</td>
<td>Position vacancies filled or decision made to defer, if appropriate</td>
<td>As required</td>
<td></td>
</tr>
<tr>
<td>Review Diversity and Equity Assessment and Planning (DEAP) Tool Information and Set Related Goals for IT Services</td>
<td>Interim Director, Operational Oversight (T. Overvelde)</td>
<td>IT Services</td>
<td>2021-12-31</td>
<td>Set goals for IT Services after review completed</td>
<td>2021-12-31</td>
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<tr>
<td>Design and Implement New Approach to Processing Recoveries (removing Pinnacle from recovery process)</td>
<td>Interim Director, Operational Oversight (T. Overvelde)</td>
<td>IT Services</td>
<td>2021-10-31</td>
<td>Process finalized and recovery journals posted in financial system</td>
<td>2021-10-31</td>
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<tr>
<td>Develop and Implement New Automated Process Regarding Qmobile Cell Phone Orders</td>
<td>Financial Analyst (A. Hu)</td>
<td>IT Services</td>
<td>2021-07-31</td>
<td>New automated process fully implemented</td>
<td>2021-07-31</td>
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<tr>
<td>Optimise the Queen’s Managed Mobile Plan Workflow and Inventory Management</td>
<td>Manager, Vendor Management (B. Coughtrey)</td>
<td>Operational Oversight QMMP team and QMMP plan members</td>
<td>2021-12-31</td>
<td>Inventory management and approval workflow options investigated</td>
<td>2021-12-31</td>
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<tr>
<td>Lead Operational Response and Communications Related to Discontinuation of Hub Plan</td>
<td>Manager, Vendor Management (B. Coughtrey)</td>
<td>Users of hub plan through QMMP agreement</td>
<td>2021-06-30</td>
<td>Options identified and communications sent to hub plan users</td>
<td>2021-06-30</td>
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<th>SERVICE PORTFOLIO</th>
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<tr>
<td>Establish a Comprehensive, Searchable Service Catalog with Associated Web Presence</td>
<td>Service Portfolio Manager (D. Carlson)</td>
<td>Queen’s Community</td>
<td></td>
<td></td>
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<tr>
<td>Coordinating Delivery of Change Action Plans</td>
<td>Service Portfolio Manager (D. Carlson)</td>
<td>IT Services</td>
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<tr>
<td>Revitalise the IT Services Website (following upgrade of WebPublish functionality)</td>
<td>Communications Coordinator (E. Siksay)</td>
<td>Queen’s Community</td>
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<td></td>
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<tr>
<td>Enhance Internal Communications to Ensure Continued Engagement while Working Remotely</td>
<td>Communications Coordinator (E. Siksay)</td>
<td>IT Services</td>
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<tr>
<td>Produce Effective Communications Regarding Return to Campus</td>
<td>Communications Coordinator (E. Siksay)</td>
<td>Queen’s Community</td>
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<tr>
<td>Initiate Project to Review Options for Contract Management Solution</td>
<td>Manager, Vendor Management (B. Coughtrey)</td>
<td>IT Services</td>
<td>2021-10-31</td>
<td>Initiative intake submitted</td>
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<td>Prove Effective Communications Related to Discontinuation of Hub Plan</td>
<td>Manager, Vendor Management (B. Coughtrey)</td>
<td>Users of hub plan through QMMP agreement</td>
<td>2021-06-30</td>
<td>Options identified and communications sent to hub plan users</td>
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<td>Communications Coordinator (E. Siksay)</td>
<td>Queen’s Community</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prove Effective Communications Related to Discontinuation of Hub Plan</td>
<td>Manager, Vendor Management (B. Coughtrey)</td>
<td>Users of hub plan through QMMP agreement</td>
<td>2021-06-30</td>
<td>Options identified and communications sent to hub plan users</td>
<td>2021-06-30</td>
</tr>
</tbody>
</table>
Regular, timely, transparent, effective and active communications will be paramount to ensuring department-wide success; this will be especially true over the 2021-22 fiscal year as Queen's staff transition to new ways of working over the long-term (on-campus, remote, and/or hybrid). The table below lists the different communications channels that will be used to keep all lines of communication open across the entire team. Through these channels, operational oversight will be maintained to ensure that we continually deliver high business value in everything we do.

<table>
<thead>
<tr>
<th>Channel</th>
<th>Intent</th>
<th>Audience</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIO &amp; AVP (ITS) TOWN HALL</td>
<td>- The format for these events will vary, but the intent is to provide a collaborative forum for the CIO to interact regularly with the members of her full team. - These town halls will include overviews of IT Services’ recent accomplishments, and will provide broad descriptions of priorities for the near-, medium- and long-term.</td>
<td>All IT Services employees</td>
<td>Monthly</td>
</tr>
<tr>
<td>CIO &amp; AVP (ITS) WEBINARS</td>
<td>- The CIO provides the Senior Management Team with direction on current priorities, information and follow-up tasks from recent engagements, and delegate tasks in preparation of upcoming engagements - Directors inform their peers and CIO of any challenges and issues they face to find solutions collaboratively</td>
<td>All IT Services employees and stakeholders outside of IT Services as appropriate</td>
<td>As required</td>
</tr>
<tr>
<td>SENIOR MANAGEMENT MEETINGS (IT SERVICES)</td>
<td>- At regular intervals, the CIO will join an already-planned Directorate-level update meeting - Each quarter, a Senior Management Team meeting will be dedicated to an Op Plan status update from each Director, who will brief the CIO and their peers on the progress made against their Directorates' deliverables from the previous quarter, and expectations regarding activities planned for the coming quarter</td>
<td>CIO and IT Services Directors</td>
<td>Bi-monthly</td>
</tr>
<tr>
<td>OPERATING PLAN PROGRESS UPDATES</td>
<td>- This forum provides the CIO with the opportunity to engage collaboratively with departmental leadership to discuss vision and goals; brainstorm and share ideas; and tackle those thorny issues that we know deserve attention but always get pushed to the back burner - Opportunities for collective training and professional development will also be leveraged through this forum</td>
<td>CIO and senior IT Services staff members (Grade 10+, USW members with supervisory roles responsible for employees)</td>
<td>Produced annually (Summer)</td>
</tr>
<tr>
<td>IT SERVICES LEADERSHIP FORUM</td>
<td>- The IT Services website will be completely revamped this year so as to take advantage of the new functionality offered by WebPublish 3.0, and to reorient the type of content that we want to be public-facing. Moving forward, much of the content related to our specific services (for example, FAQs and tutorials) will be migrated as knowledge articles to our Service Portal (ServiceNow).</td>
<td>All stakeholders, internal and external to IT Services</td>
<td>N/A</td>
</tr>
<tr>
<td>IT SERVICES WEBSITE &amp; SERVICE PORTAL</td>
<td>- All IT Services employees attending workshops and conferences are expected to summarise what they have learned and describe how it will benefit them, their team and the department - Directors are expected to manage information exchanges and inform the CIO whether specific workshops and/or conferences met expectations</td>
<td>All stakeholders, internal and external to IT Services</td>
<td>N/A</td>
</tr>
<tr>
<td>WORKSHOPS &amp; CONFERENCES</td>
<td>- As described in Section 1 of this document</td>
<td>IT Services employees</td>
<td>Monthly</td>
</tr>
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<td>ANNUAL IT SERVICES OPERATING PLAN</td>
<td>- This year's operating plan will be completely revamped this year so as to take advantage of the new functionality offered by WebPublish 3.0, and to reorient the type of content that we want to be public-facing. Moving forward, much of the content related to our specific services (for example, FAQs and tutorials) will be migrated as knowledge articles to our Service Portal (ServiceNow).</td>
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Develop an enterprise-wide strategy to identify, understand, classify and protect data across Queen’s, including the necessary people, processes and tools, to better mitigate risks relating to data loss.

DEVELOPMENT OF DATA PROTECTION STRATEGY

The BRM team plans to continue working with their IT Services colleagues to ensure the effective delivery of the Business Intake and Resource Planning Process by: holding at least one workshop in 2021-22; developing an estimation model for step 1.4 for IT team members use; and delivering bi-weekly touchpoint meetings for quick updates.

IMPROVE THE DELIVERY OF THE BUSINESS INTAKE & RESOURCE PLANNING PROCESS

While we will continue to mature the new capabilities that have been implemented as part of CSAP 19-21, we will in parallel develop the next CSAP, meant to further improve Queen’s CS posture where most needed.

DEVELOPMENT OF CYBERSECURITY ACTION PLAN 2022-2023+

Ensure that team members have dedicated time to continue providing key services to their customers and have time to improve these processes as feedback/opportunities present themselves.

EXECUTION OF & CONTINUOUS IMPROVEMENT OF STRATEGY & ARCHITECTURE SERVICES

The BRM team will redefine the IT domain committees whenever applicable and build intake process into each domain committee’s Terms of Reference.

ACCOUNTABLE DIRECTORATE STRATEGY & ARCHITECTURE

The BRM team will strive to create a more interactive, user-friendly intake tracker dashboard for the Business Relationship Management Hub.

The BRM team will continue to support our stakeholders and IT Services as needs arise.

ACCOUNTABLE DIRECTORATE

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Provide ongoing support to risk owners, assessors, business owners and evaluators. Plan to mandate security assessment process for all technology related purchases.

Plan framework components identified (strategies, technologies, etc.) with identified gaps (which strategies missing, etc.). Plan framework drafted including current state, gaps, and future state plans.

As part of CSAP 19-21, several security architecture patterns were developed, each of them containing an extensive list of recommended actions. This activity refers to the deliberate planning of these actions.

Data analysts and decision makers need a special set of understandings and competencies so they are able to access, interrogate and present business data. They need to be very familiar with the data (meaning, how stored and used, relationships with other data). Their analyses will be descriptive (what happened), diagnostic (why), predictive (what will happen) and prescriptive (how can we make it happen). They need to be familiar with Data Warehouse, Data Marts and other publications and be able to use a set of analytical and reporting tools. Power users need to be capable of creating Data Marts and other publications. Manuals and quick guides, learning, coaching sessions and experts in the data and the processes need to be available.

The data proficiency platform includes related learning and support activities.

As part of CSAP 19-21, the asset criticality framework developed as part of CSAP-M to identify up to 200 systems. Further expanding the asset criticality framework developed as part of CSAP 19-21 to identify up to 200 systems.

Clear processes and methods to manage data access and quality issues.

Develop an RFP and set Queen’s up for success in the preparation, implementation and running of a CRM program. This project will elicit and document current state and potential future state constituent journeys, process maps and solution architecture which will inform the subsequent RFP development for the next phase of the CRM journey.
Design procurement approach and publish RFP to market.

Assessment of M365 users and their usage. Assessment of M365 functions and capabilities and their usage. Implement a M365 roadmap.

As part of EA roadmap, develop, validate, and advertise a set of standard IT baselines templates for use by IT Services and other IT units where appropriate.

The Office of Institutional Research and Planning (OIRP) at Queen’s is responsible for informing and supporting Queen’s strategic and operational objectives with timely and relevant data, research and recommendations. In their function, OIRP produces various reports (approx. 50 monthly reports and 85 annual reports) destined for a variety of internal and external consumers. In the Spring and Summer 2019, OIRP approached HR and IT Services to request the following: ability to run their own PeopleSoft Query in HR and CS, a database server to centralize their data and ensure that it is stored in a secure location, and a number of customizations in PeopleSoft HR and CS to add or modify existing data fields in the system to facilitate the gathering of data.

FAS needs a faculty-wide online undergraduate course calendar to provide Undergraduate Chairs, Faculty, Academic Advisors, and students with a fast and efficient tool to access program requirements, course offerings, and learning outcomes. As part of this initiative, the Faculty would also implement a curriculum management workflow to simplify and improve the approval process for new courses or changes to existing courses.

The Faculty of Arts and Science want to enhance the transfer credit and/or student agreement functionality in PS to allow the administration of the Letter of Permission process fully within PS and to eliminate the need for the existing Access database. The result would be that all student enrollment records, communications (the LOP) and transfer credit equivalency rules would reside in PS. Replace the current processes and legacy system with a scalable online solution.

Annual PUM upgrades for Campus Solution to latest version for full functionality.
The transfer of grades from onQ to Solus is challenging and requires 21 steps to complete along with the knowledge of LDAP codes. There is a policy for approval of grades that needs to be adhered to. Need to ensure the security and privacy of the student grades and accuracy of entry in to Solus. Additionally, the Smith School of Business is currently using its own instance of onQ (D2L) and has expressed an interest in adopting the process IT Services created to upload grades from onQ to SOLUS (Grade Book).

IMPROVE GRADE UPLOAD PROCESS WITHIN SOLUS

The BHSc (Bachelor of Health Sciences) program started online in 2016 but now have an on-campus version. They are purchasing a module from Qualtrics called Voltaire for course evaluation. It will allow for program evaluation and learning opportunities for whether online vs in person. Opportunity to teach Queen's the learning style that is successful. Need the tool to link data and academic achievement between students and their academic career.

REPLACE NON-STANDARD ADMISSION APPLICATION (NSA)

This is a legacy application that needs replacement. Admissions is currently reviewing all non-standard admissions application and processing.

BHSC QUALTRICS QCLASS

First project on the “Roadmap to Decustomization” for PS Campus Solutions. This is the first step in preparation to transition to SaaS for Student Life Cycle in the future.

CONVERT SOLUS SELF SERVICE TO FLUID

The Office of Professional Development and Educational Scholarship (OPDES) in the Faculty of Health Sciences (FHS) is a team of about 50 individuals (including casual staff) that is responsible for developing and delivering online and blended classroom learning environment for the education of future health professionals. In order to continue delivering quality courses, the unit needs a project management solution that will enable them to manage their work, establish timelines, assign tasks, balance the team's workload and determine what projects they are able to take on.

FHS - OPDES-COURSE LIFECYCLE MANAGEMENT SOLUTION (MS PROJECT ONLINE)

The Faculty of Health Sciences (FHS) is seeking to improve the grade upload process from Bientra—the Learning Management System (LMS) of FHS—and SOLUS (PeopleSoft Campus Solutions). Currently, the process to upload student grades from the LMS to SOLUS is fairly manual, requiring instructors to create an upload file in Bientra which must then be uploaded into SOLUS.

The goal of this initiative is to move the Exams Office webform to an updated, supported platform, and enable staff within the office to edit the content of the webform instructors are required to complete if they want the Exams Office to schedule and manage their final exam.

CHANGE GRADE UPLOAD PROCESS FROM ELENTRA TO SOLUS

To modernize the current WebPublish service (upgrade from Drupal 7 to Drupal 9).

This initiative responds to the need at Queen’s for a simple, coherent, self-service solution for research support services.

THE EXAMS OFFICE - REQUEST FOR NEW EDITABLE WEBFORM

URS, OVPR, OPI, and Associate Deans of Research are seeking a more effective and reliable tool to help them identify and communicate the profiles of Queen’s researchers, to help other researchers inside and outside of Queen’s find collaborators and experts, as well as match researchers with funding opportunities.

RESEARCH DISCOVERY NETWORK (RDN) PATHFINDER IMPLEMENTATION

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In 2017, URS hired a programmer to create a searchable funding database which is used by researchers at Queen’s to search for potential funding opportunities using keywords and/or various filters. The backend of this database was built on Word Press. The database meets the needs of the researchers however URS has nowhere to turn for support when the issues arise as Word Press is not supported by IT Services currently.

This will be an enterprise solution offered to everyone at Queen’s, however, will likely only be available to Arts & Science Online for the first year.

University Relations is hoping to have central funding to implement and sustain an enterprise-wide license for a Digital Asset Management solution to bring more Marketing & Communications units onboard across the university.

Prospective students interested in the Master or Doctoral program in Management must complete an application available through the School of Graduate Students (SGS) website. Staff at the School of Business then log into the SGS application and download the student’s application along with their GMAT score, transcripts, and other documents as a single PDF file. The information is then manually entered into Salesforce so that staff/faculty may review the files and make admission decisions. This process is inefficient and represents a big risk for errors as data is manually duplicated.

Since the upcoming Fall Term will be carried out online, the Faculty wants to make sure that students who need help with the registration process, wish to make an advising appointment or have questions regarding programs/courses, have multiple ways of communicating with the Faculty and its departments.

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Implement Enterprise Time and Attendance Management Solution

The University needs a centralized tool that:
- allows staff to schedule and request time off (e.g., vacation days, medical appointments, etc.);
- allows managers to approve requests for vacations and other time off;
- allows managers and supervisors to schedule staff who work outside of traditional hours;
- automatically keeps an accurate record of employees’ remaining vacation entitlement and tracks time already taken;
- Interfaces with PeopleSoft.

Human Resources Client Services is seeking a solution for use by central and embedded human resources staff and hiring managers to collaborate on writing job descriptions.

Convert to New University Pension Plan (UPP)

The UPP is designed to ensure a sustainable defined benefit pension plan for the university sector. A jointly sponsored pension plan (JSPP) relies on employers and employees working together to create and govern the plan. The conversion to the UPP requires a formal consent process, set out in and the Ontario Pension Benefits Act and regulations.

To remediate this situation, Financial Services is in the process of exploring different solutions to manage AR on campus.

Develop a comprehensive strategy and plan and execute on proof of concept to leverage the advantages of internet-based server and storage models and migrate current cloud-ready on-premises to qualified cloud providers.
The goal of this initiative is to expand the data included on the Building Occupancy Dashboard to include various KPIs related to cleanliness and sanitization, as well as building performance (e.g. heating, ventilation and air conditioning) to run buildings more efficiently and help to reduce the university's carbon footprint.

As an initial launch of the data literacy program, IT Services will be offering training services for Power BI in the context of Queen's University data. Learning content will be created and delivered in an instructor lead format (in person, lunch sessions, etc) with an individual learning module being 1.5h to 3h in length. The target and purpose of this learning initiative is to enable data analysts and data consumers with the knowledge and tools to perform their own department-based data analysis safely, securely and more efficiently. These sessions should also increase the adoption of the Power BI service which IT Services currently provides. At the moment, we have received three requests for Power BI training services from different faculties and departments.

SGS DASHBOARDS (MILESTONE TRACKING & FUNDING)

SGS is seeking a dashboard of information on various milestones for graduate students (Masters and PhD) for their time at Queen’s. In addition, the dashboard should include information on funding provided to graduate students across the university.

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Year 1 of this multi-year, transformational initiative will focus on establishing criteria for building prioritisation; templated building designs, acquisition of assets, and implementation in one pilot building and a few research-intensive buildings (to be identified).

The Cloud Hosting Environment Security Enhancement builds upon the work of CSAP P12 by introducing automated security control compliance auditing and remediation. The goal is to have security control profiles crafted to support various workloads based upon criticality and sensitivity (e.g. PCI and PHI data), their compliance automatically validated, and shifting away from compliance alerts to and, where possible, automatically corrected.

Applying the recommendations for the security Audited conducted in early 2021. Strengthen protections against internet-based hackers and malware attacks.

Reduce the likelihood and impact of compromised credentials.

Formalizing our understanding and preparedness for the current and future integration landscape. Additionally, the incorporation of the concept of a Digital Integration Hub that encompasses the Data Platform and API Project will position us for future change.

Mature the secure platform (WSO2) that provides access to valuable business functionality and data to meet the needs of multiple personas including API developers, API consumers, product owners and business stakeholders.

ACCOUNTABLE DIRECTORATE

SOLUTION DEVELOPMENT

CREATE STUDENT DATA WAREHOUSE

CYBER SECURITY OPERATIONS DASHBOARD

BUILDING OCCUPANCY DASHBOARD - PHASE II

DATA PROFICIENCY – POWER BI KNOWLEDGE SESSIONS

NEXTGEN NETWORK - CAMPUS (DESIGN)

HOUSING AND ANCILLARY SERVICES – REQUEST TO FURTHER INCREASE RESNET BANDWIDTH

CLOUD HOSTING ENVIRONMENT SECURITY ENHANCEMENTS

PERIMETER PROTECTION PROGRAM

- DDoS
- DENY BY DEFAULT
- P4 PATTERN GAPS IDENTIFICATION & RECOMMENDATION

IDENTITY MANAGEMENT (7B) & MATURATION OF SAILPOINT

ACCOUNTABLE DIRECTORATE

SOLUTION DEVELOPMENT

NEXTGEN NETWORK - CORE/PERIMETER (DESIGN)

PHI HOSTING ENVIRONMENT SECURITY ASSESSMENT & ENHANCEMENT

INTEGRATION STRATEGY & ROADMAP (MOBILE INTEGRATION STRATEGY INCLUDED)

MATURE APIM PLATFORM & ENHANCE ORCHESTRATION CAPABILITIES

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MATURE APIM PLATFORM & ENHANCE ORCHESTRATION CAPABILITIES
Require Multi-factor Authentication for O365 for staff and faculty, on select Finance applications (acQuire, FAST), for PeopleSoft(CS) privileged users and for students using PeopleSoft(CS).

Improve the overall security posture of Queen’s through wider adoption of managed desktop services.

Assume the necessary duties of the ServiceNow Platform Owner essential for the interim, until the role is filled. Review expansion opportunities and expand where possible (e.g. migrating processes from iTrack, activating new capabilities; enhancing existing capabilities). Develop the essentials of an operational structure to continue baseline operations (e.g. demand management; governance; roadmap; education and training).

Conduct current state analysis on select services to build the foundation understanding for future Leadership direction on our services roles and responsibilities in IT Services.

Establish baseline metrics for the Service Management process currently in place. Establish baseline service-level targets for incidents and service requests.

Modernise the Transition to Operations form by updating the content and aesthetic updates, streamline and map the review and submission process, test the updated form and process with select team members, and departmental education.

Move PCI processes from iTrack to ServiceNow. Replace Copyright Notification Process in iTrack. Migrate SCEP Reports from iTrack to ServiceNow.

Continue to evolve IT Services’ Change Management program to include increased post-change evaluation, monitoring of incidents caused by changes, and understanding of pre-change testing processes.

Develop a Baseline ServiceNow Operational Structure to Support Queen’s University’s Current Service Requirements

Build a Current State Foundation of Service Management Roles & Responsibilities

Establish the Foundations of Continuous Improvement

Improve the Transition of Projects & Their Respective Business, Technical & Stakeholder Details from Solutions Development to Service Operations

ITRACK Process Maturity

Change Management Process Maturity

OHDP-Q Environment Security Operations Maturity
A set of device non-compliant detection and reporting initiatives will be implemented to detect and report on equipment, data stores and system applications connected to the Queen’s network that are not compliant with security standards and criteria and are vulnerable to cyberattacks. The detection reports will enable remedial action to achieve compliance.

Pilot of Microsoft advanced endpoint security solution for IT Services.

Generic account review - remove unused/unnecessary accounts and tag active accounts with category (IIQ). Replacement of legacy Identity management system with SailPoint and deploy functionality backlog.

Develop and implement Teams telephony operational process and procedures in support of VOIP project. Develop a software license management model for O365 licensing and ad-hoc software licenses.

Upgrade of teaching technologies in 17 classrooms to include lecture capture and streaming and migrate the rooms to our digital standards. Complete renovation of BioSciences 1101 including the technology a large video wall and lecture capture and streaming and migrate the room to our digital standards.

Support the yearly audit process to ensure compliance. Migration of current applications to new vendor solutions (i.e., parking/athletics and housing & ancillary services). Management and maintenance of a unique environment that includes additional security features.
Continue to evolve IT Services’ Change Management program to include increased post-change evaluation, monitoring of incidents caused by changes, and understanding of pre-change testing processes.

Develop and implement NGN wave 1 to MVP for a modern Network Lab environment, Dupuis Hall and Four (4) research intensive buildings.

Develop the plan and initiate procurement of NGN wave 2 - next successive 10 Buildings.

Shape our year-on-year Next Generation Network road map, strategic framework, and governance model.

Continue to migrate existing Cisco Firewalls to FortiGate Firewalls.

Continued outreach required to get all printers on campus moved to private IP for printers. Continue to identify and work with departments to move departmental printers to the secure Printer subnet. This requires consultation with staff on campus and will be dependent on staff returning to campus in the fall semester.

Support user community in the area of Identity Management, Network Authentication and Multi-Factor Authentication. Adjust processes in ServiceNow to improve efficiency. Build Knowledge Articles to support the services and to adjust as issues are experienced. The ITSC will continue to take on the Support Role for these and it will require adjustments to our processes & procedures.

Prepare the annual budget for submission to PACB.

Operational Oversight is responsible for organizing departmental events such as the Holiday luncheon, retirement acknowledgment, webinars, etc.

Complete procurement activities for all services & software licenses in support of new operating requirements (license/user agreements signed).

Performance reviews completed for all IT Services QMPG staff. Provide support to IT Services Management for annual performance reviews completed for IT Services non-QMPG staff.

Training plan prepared to address new services and professional development needs (encapsulating input from Directors).

Position vacancies filled or decision made to defer, if appropriate.

Review information from Diversity & Equity Assessment & Planning (DEAP) tool. Set goals for IT Services after review completed.

Design and implement new approach to processing recoveries (remove Pinnacle from recovery process). New process finalized and recovery journals posted in financial system.

New automated process fully implemented.

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<tbody>
<tr>
<td><strong>OPTIMISE THE QUEEN’S MANAGED MOBILE PLAN WORKFLOW &amp; INVENTORY MANAGEMENT</strong></td>
<td>Inventory management and approval workflow options investigated. Enhanced workflow implemented. Recommendation for inventory management solution.</td>
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<tr>
<td><strong>DISCONTINUATION OF HUB PLAN</strong></td>
<td>Lead operational response and communications related to discontinuation of hub plan for remote internet access.</td>
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<tr>
<td><strong>CONTRACT MANAGEMENT SOLUTION FOR IT SERVICES</strong></td>
<td>Initiate project to review options for contract management solution and put forward a recommended solution.</td>
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<td><strong>ESTABLISH A COMPREHENSIVE, SEARCHABLE SERVICE CATALOG WITH ASSOCIATED WEB PRESENCE</strong></td>
<td>Service catalog established, service owners/managers identified, and ServiceNow presence for the catalog implemented.</td>
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<td><strong>CHANGE ACTION PLANS</strong></td>
<td>Coordinating delivery of change action plans remaining related to cybersecurity initiatives.</td>
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<td><strong>REVITALISE IT SERVICES WEBSITE</strong></td>
<td>Revitalise IT Services website in WebPublish 3.0. Migrate knowledgebase articles (e.g. FAQs, tutorials) to Service Portal (ServiceNow).</td>
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<td><strong>ENHANCE INTERNAL COMMUNICATIONS</strong></td>
<td>Enhance departmental communications to ensure continued and effective engagement through new ways of working (on-campus, remote, and/or hybrid).</td>
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<tr>
<td><strong>RETURN TO CAMPUS COMMUNICATIONS</strong></td>
<td>Produce effective back-to-school communications for students, plus direction for faculty and staff returning to campus.</td>
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Appendix

IT SERVICES KEY EVENTS

- CIO TOWN HALL
- LEADERSHIP FORUM
- HOLIDAY EVENT
- HOLIDAY

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<th>JUL</th>
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