IT SERVICES OPERATING PLAN 2021-2022
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.

<table>
<thead>
<tr>
<th>MAPPED IT SERVICES DRIVERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Aiming to increase the university’s research impact</td>
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<tr>
<td>2. Advancing the student learning experience</td>
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<td>3. Growing the interdependence between research and teaching</td>
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<td>4. Strengthening the university’s global engagement</td>
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<td>5. Deepening the university’s relationship with the local, regional, and national communities</td>
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<tr>
<td>6. Improving Queen’s organisational culture</td>
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<tr>
<td>Research Intensification</td>
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<tr>
<td>Student Experience</td>
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<tr>
<td>Research Intensification</td>
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<td>Research Intensification</td>
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<tr>
<td>Research Intensification</td>
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<tr>
<td>Digital Resilience &amp; Agility</td>
</tr>
<tr>
<td>Operational Excellence</td>
</tr>
</tbody>
</table>
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.

**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**

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

**OUR COLLECTIVE CULTURE THAT GUIDES OUR ACTIONS**

- 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.

**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 though 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.

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. 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.

**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 upgrade to 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.
### IT OPPORTUNITIES ASSOCIATED WITH DRIVERS

The tables on the following pages show the IT Opportunities that have been funded and resourced 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.

### STUDENT EXPERIENCE

- **Art Conservation** – Implement Digital Asset Management Solution
- **FAS** – Pilot of Peer Review Solution (PeerScholar)

### OPERATIONAL EXCELLENCE

- **School of Computing** – Trello Integration in Microsoft Office365 Teams
- **Request for an Online Chat Solution with onQ Integration**
- **Request for FlipGrid Integration with onQ**
- **QUQAP document management**
- **Improve Process in SOLUS for Uploading Grades from onQ (including adoption of process by Smith School of Business)**
- **FHS - Change Elentra Grade Upload Process to SOLUS from Manual to Automated (2022-23)**
- **Request for Online Interactive Course Content Creation Solution (H5P)**

### TEACHING & LEARNING

The tables on the following pages show the IT Opportunities that have been funded and resourced 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.

### REVENUE GENERATION

- **Implement Solutions for Administration and Delivery of Online Non-credit/Non-degree Professional Courses**

### DIGITAL PLATFORMS

#### OPERATIONAL EXCELLENCE

- **Secretariat – Roster File Management Solution**
- **Cloud Solution for Department of Psychiatry – Developmental Disabilities Consulting Program – Electronic Medical Records System**
- **Replace CACS (Central Access Control System) for Buildings/Rooms and Control Door-Locking Schedule**
- **Replace Legacy Telephony System**
- **Transition to Cloud Compute and Storage**
- **CRM Preparation Phase Activities**
- **Enterprise Web Analytics Solution (Sitemimprove)**
- **Digital Asset Management Solution (Canto)**
- **University Relations – Email Analytics Solution**
- **Residencies – Increase ResNet Bandwidth**
- **Library – Replace e-Reserves Software**
- **Investigate Renewing/Replacing Electronic Document Management Solution (EDRMS)**
- **Agnes Etherington - Solution for Accessing Closed Camera System Remotely**
- **Track and Monitor Building Capacity Using Network Telemetry in Support of COVID-19**
- **Intake and Portfolio Management Solution**
- **FHS-OPDES – Course Lifecycle Management Solution (MS Project Online)**
- **UB/Campus Planning – Implementation of New Online Campus Map**
- **Network Modernisation – Year 1 (Pilot + 3 Buildings)**
- **Cybersecurity Maturation Initiatives**

#### OPERATIONAL EXCELLENCE

- **Renew/Replace Electronic Document Management Solution (EDRMS)**
- **Network Modernisation – Year 2**

#### REVENUE GENERATION

- **Procure and Implement an Enterprise Customer Relationship Management Solution (2023-24)**

#### OPERATIONAL EXCELLENCE

- **Network Modernisation – Year 3**

### IDENTIFIED

- **Art Conservation – Implement Digital Asset Management Solution**
- **FAS - Pilot of Peer Review Solution (PeerScholar)**
- **QUQAP document management**
- **Improve Process in SOLUS for Uploading Grades from onQ (including adoption of process by Smith School of Business)**
- **FHS - Change Elentra Grade Upload Process to SOLUS from Manual to Automated (2022-23)**
- **Request for Online Interactive Course Content Creation Solution (H5P)**

### 2021-22

#### STUDENT EXPERIENCE

- **School of Computing – Trello Integration in Microsoft Office365 Teams**
- **Request for an Online Chat Solution with onQ Integration**
- **Request for FlipGrid Integration with onQ**

#### OPERATIONAL EXCELLENCE

- **School of Computing – Trello Integration in Microsoft Office365 Teams**
- **Request for an Online Chat Solution with onQ Integration**
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#### TEACHING & LEARNING

- **Implement Solutions for Administration and Delivery of Online Non-credit/Non-degree Professional Courses**

#### REVENUE GENERATION

- **Implement Data Proficiency Program**
- **Chemistry – Request for IT Needs Assessment**
- **BISC - Email and Data Tenant Migration (+ VoIP)**
- **HMRC – Staging Red Zone Space for Medical Data**
- **Library – Digital Asset Management Solution**
- **IT Services - BRM Public Dashboard Solution**
- **Enterprise Software License Management and Tracking Solution**
- **Queen’s Mobile Managed Plan Solution to Improve Tracking**
- **SSB - Add Salesforce for Teams Application to Queen’s Tenant**
- **Secretariat – Roster File Management Solution**
- **Network Modernisation – Year 1 (Pilot + 3 Buildings)**
- **Cybersecurity Maturation Initiatives**

### 2022-23

- **Renew/Replace Electronic Document Management Solution (EDRMS)**
- **Network Modernisation – Year 2**
- **Network Modernisation – Year 3**

### 2023-24

- **Procure and Implement an Enterprise Customer Relationship Management Solution (2023-24)**
- **Network Modernisation – Year 3**
**RESEARCH SUPPORT**

- Improve/Replace Research Funding Opportunities Database*
- UBC - 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

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**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

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

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**STUDENT LIFECYCLE, ADMINISTRATION & SUPPORT**

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

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**RESEARCH INTENSIFICATION**

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

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**OPERATIONAL EXCELLENCE**

- Implement Job Description Management Solution
- ORIP – Term Adjunct Data Management and Reporting
- PeopleSoft (HR) Implement Automated RoE (Record of Employment)
- Purchase and Implement Enterprise Time and Attendance Management Solution
- 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

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**STUDENT EXPERIENCE**

- 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

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

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**STUDENT EXPERIENCE**

- Create Non-Standard Bursary Application Suite
- PeopleSoft (CS) Conduct Functional Fit/Gap
- Letter of Permission and Transfer Credits for International Programs Office
- OUR – Tracking Students in Certificate Programs

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

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**REVENUE GENERATION**

- Implement Solutions for Administration of Non-Credit/ Non-Degree Courses (Registration, Online Delivery)
- Implement for Dynamic Dating in PeopleSoft (CS)
- OUR Student Awards Commitment Scholar Award

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**DIGITAL RESILIENCE & AGILITY**

- Upgrade UHIP (University Health Insurance Plan) Portal for QUIC
- PeopleSoft (CS) PUM Technical Updates
- ORIP – PeopleSoft (CS) Customisations
- Implement LOP (Letter of Permission) and Transfer Credit Process
- Upgrade Administration of Personal Statement of Experience (PSE)
- BHS – 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

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**OPERATIONAL EXCELLENCE**

- ORIP – Term Adjunct Data Management and Reporting
- PeopleSoft (CS) Conduct Functional Fit/Gap
- UHIP (University Health Insurance Plan) Portal for QUIC
- PeopleSoft (CS) PUM Technical Updates
- ORIP – PeopleSoft (CS) Customisations
- Implement LOP (Letter of Permission) and Transfer Credit Process
- Upgrade Administration of Personal Statement of Experience (PSE)
- BHS – 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

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**STUDENT EXPERIENCE**

- Letter of Permission and Transfer Credits for International Programs Office
- OUR – Tracking Students in Certificate Programs

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

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**STUDENT EXPERIENCE**

- 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
- FAS – CDS Exams Application
- Investigate Single Student App (incl Student Card) (per request from ISAT-SAC)

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**STUDENT EXPERIENCE**

- 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
- FAS – CDS Exams Application
- Investigate Single Student App (incl Student Card) (per request from ISAT-SAC)
## 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 and 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.

### Director-Led Activities

<table>
<thead>
<tr>
<th>REF</th>
<th>IT Opportunity/Activity</th>
<th>Responsible</th>
<th>Beneficiary</th>
<th>2021-22 Milestones/Deliverables</th>
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<tr>
<td></td>
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<td></td>
<td>Due NLT</td>
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<tr>
<td>1</td>
<td>Development of Data Protection Strategy</td>
<td>Interim Director, Strategy &amp; Architecture (S. Vasram)</td>
<td>Queen’s Community</td>
<td>2021-07-31</td>
</tr>
<tr>
<td>2</td>
<td>Cyber Incident Response Plan (CIRP) Tabletop Exercise (TTX) Planning, Development and Execution</td>
<td>Interim Director, Strategy &amp; Architecture (S. Vasram)</td>
<td>Technical Incident Response Team (IRT) Executive Incident Response Team (ERT)</td>
<td>2021-12-31</td>
</tr>
<tr>
<td>3</td>
<td>Development of Cybersecurity Action Plan 2022-23+</td>
<td>Interim Director, Strategy &amp; Architecture (S. Vasram)</td>
<td>Queen’s Community</td>
<td>2022-04-30</td>
</tr>
<tr>
<td>4</td>
<td>Execution of and Continuous Improvement of Strategy and Architecture Services</td>
<td>Interim Director, Strategy &amp; Architecture (S. Vasram)</td>
<td>Queen’s Community</td>
<td>Ongoing</td>
</tr>
<tr>
<td>5</td>
<td>Operating Plan for 2022-23</td>
<td>Interim Director, Strategy &amp; Architecture (S. Vasram)</td>
<td>Primary: IT Services</td>
<td>Monthly updates post publication of Operating Plan 2021-22</td>
</tr>
</tbody>
</table>
Enhance and Facilitate Governance of the Business Intake and Resource Planning Process

- Assistant Director, Business Relationships (S. Wilson)
- IT Services
- QDPC
- Queen's Community

2021-12-31
- Organize a minimum of one workshop, more may be added if needed in 2022
- Develop an estimation model for step 1.4 for IT team members use
- Deliver bi-weekly touchpoint meetings for quick updates

2021-09-30
- The BRM team will continue to support our stakeholders and IT Services as needs arise

2021-10-31
- Create intake tracker dashboard

2021-12-31
- Contribute to the development of Cyber Security Operations Dashboard
- Cybersecurity Education and Awareness campaigns

2021-07-30
- Exceptional Access Authorisation Policy and Procedure – Review and Update

2021-06-30
- Produce a Revised set of Information Security Related Documents (Policies, standards, guidelines, procedures):
  - Acceptable use of information (May 2014)
  - Network and Systems Security Policy (May 2014)
  - Electronic Information Security Policy (May 2014)

2021-08-31
- • Draft 1 for review
- • Draft 2 for review
- • Draft 3 for review

2021-10-31
- • Final versions published

2021-11-31
- • Education and Awareness (E&A) and Security Assessment Process (SAP) components finalised.
- • Education campaign to Authorizers
- • Published revision

2021-12-31
- • Education and Awareness (E&A) and Security Assessment Process (SAP) Dashboard components finalised.
- • ServiceNow updated
- • Final Policy and Procedure
- • Education campaign to Authorizers
- • Published revision

2021-01-31
- • Integration of cybersecurity into HR onboarding process
- • Annual Campaign (all members)
### Enterprise Architecture

<table>
<thead>
<tr>
<th>REF</th>
<th>IT OPPORTUNITY / ACTIVITY</th>
<th>RESPONSIBLE</th>
<th>BENEFICIARY</th>
<th>2021-22 MILESTONES / DELIVERABLES</th>
<th>DUE NLT</th>
<th>DELIVERABLE / MILESTONES</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021-01-31</td>
<td>Role-based campaign (select members)</td>
<td>Enterprise Architect (M. East)</td>
<td>IT Services</td>
<td>Ongoing Periodic</td>
<td>2022-01-31</td>
<td></td>
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<tr>
<td>2022-04-30</td>
<td>Role-based campaign (select members)</td>
<td>Enterprise Architect (M. East)</td>
<td>IT Services</td>
<td>Ongoing Periodic</td>
<td>2022-04-30</td>
<td></td>
</tr>
<tr>
<td>2022-07-31</td>
<td>Role-based campaign (select members)</td>
<td>Enterprise Architect (M. East)</td>
<td>IT Services</td>
<td>Ongoing Periodic</td>
<td>2022-07-31</td>
<td></td>
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<tr>
<td>2021-09-30</td>
<td>Planning to mandate cyber training for FY2022-23</td>
<td>Enterprise Architect (M. East)</td>
<td>IT Services</td>
<td>Ongoing Periodic</td>
<td>2021-09-30</td>
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<tr>
<td>2022-01-31</td>
<td>Awareness material publication</td>
<td>Enterprise Architect (M. East)</td>
<td>IT Services</td>
<td>Ongoing Periodic</td>
<td>2022-01-31</td>
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<td>2022-04-30</td>
<td>Awareness material publication</td>
<td>Enterprise Architect (M. East)</td>
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<td>2022-07-31</td>
<td>Awareness material publication</td>
<td>Enterprise Architect (M. East)</td>
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<td>Ongoing Periodic</td>
<td>2022-07-31</td>
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<tr>
<td>2021-09-30</td>
<td>Planning to mandate Security Assessment Process for all technology related purchases</td>
<td>Enterprise Architect (M. East)</td>
<td>IT Services</td>
<td>Ongoing Periodic</td>
<td>2021-09-30</td>
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</table>

### Information & Data Management

<table>
<thead>
<tr>
<th>REF</th>
<th>IT OPPORTUNITY / ACTIVITY</th>
<th>RESPONSIBLE</th>
<th>BENEFICIARY</th>
<th>2021-22 MILESTONES / DELIVERABLES</th>
<th>DUE NLT</th>
<th>DELIVERABLE / MILESTONES</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021-03-31</td>
<td>Track and Manage Enterprise Architecture Patterns and Standard – ongoing</td>
<td>Enterprise Architect (M. East)</td>
<td>IT Services</td>
<td>Ongoing Periodic</td>
<td>2021-03-31</td>
<td></td>
</tr>
<tr>
<td>2022-04-30</td>
<td>Modernization (using ServiceNow) of Technology Application Portfolio as one part of Enterprise Architecture program</td>
<td>Enterprise Architect (M. East)</td>
<td>IT Services</td>
<td>Ongoing Periodic</td>
<td>2022-04-30</td>
<td></td>
</tr>
<tr>
<td>2022-07-31</td>
<td>Research Support Activities</td>
<td>Enterprise Architect (M. East)</td>
<td>IT Services</td>
<td>Ongoing Periodic</td>
<td>2022-07-31</td>
<td></td>
</tr>
<tr>
<td>2021-09-30</td>
<td>Develop the Data Proficiency Program Plan</td>
<td>Information and Data Management Officer (A. Bhatt)</td>
<td>Queen’s Community</td>
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<td>Information and Data Management Officer (A. Bhatt)</td>
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<td>Develop an Evolving 2-3-year Strategic Technology Roadmap for Queen’s (as one part of Enterprise Architecture program)</td>
<td>Enterprise Architect (M. East)</td>
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<td>Supporting OHDP-Q as required</td>
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<td>Modernization (using ServiceNow) of Technology Application Portfolio as one part of Enterprise Architecture program</td>
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<td>IT Services</td>
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### Security Assessment Process

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<td>Research Support Activities</td>
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<td>Develop the Data Proficiency Program Plan</td>
<td>Information and Data Management Officer (A. Bhatt)</td>
<td>Queen’s Community</td>
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### INTEGRATION & DATA MANAGEMENT

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ACCOUNTABLE DIRECTORATE

BUSINESS ARCHITECTURE

Asset Criticality Identification (CSAP-M)
- Business Architect (S. Vasram)
- Enterprise Architect (M. East)

Enterprise CRM – Preparation
- Business Architect (S. Vasram)

Enterprise CRM – RFP Design and Development
- Business Architect (S. Vasram)
- Assistant Director, Programs (M. Onuoha)

M365 Licensing Review
- Business Architect (S. Vasram)
- Director, Service Ops (Vacant)
- Manager, Solution Engineering (IT & L, and Personal Effectiveness) (B. Murphy)

Develop Queen’s Standard (IT Strategy and Roadmap) Templates and Method
- Business Architect (S. Vasram)
- Enterprise Architect (M. East)

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

Accountable Directorate

SOLUTION DEVELOPMENT

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

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2021-22 MILESTONES/DELIVERABLES
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DIRECTOR-LED ACTIVITIES

Telephony Replacement Program
- Director, Solution Development (J. Glassford)

PeopleSoft (CS) OIRP OUR Data
- Manager, Solution Engineering (Student Lifecycle) (A. Kilfoyle)

FAS Online Calendar Leepfrog
- Manager, Solution Engineering (Student Lifecycle) (A. Kilfoyle)

PeopleSoft (CS) Transfer Credit Letter of Permission
- Manager, Solution Engineering (Student Lifecycle) (A. Kilfoyle)

PeopleSoft (CS) PUM Technical Updates
- Manager, Solution Engineering (Student Lifecycle) (A. Kilfoyle)

Improve Grade Upload Process within Solus
- Manager, Solution Engineering (Student Lifecycle) (A. Kilfoyle)

Direct Led Activities

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

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<td>2022-04-30</td>
<td>Project completion</td>
<td>RSS One-Stop Gateway - Pathfinder Implementation</td>
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<td>Project kick-off</td>
<td>2021-12-23</td>
<td>Project completion</td>
<td>Research Discovery Networks (RDN) Pathfinder Implementation</td>
<td>Manager, Solution Engineering (T &amp; L, and Personal Effectiveness) (B. Murphy)</td>
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<td>Improve/Replace Research Funding Opportunities Database</td>
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<td>2022-05-19</td>
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<td>Implement Enterprise Digital Asset Management Solution</td>
<td>Manager, Solution Engineering (T &amp; L, and Personal Effectiveness) (B. Murphy)</td>
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<td>Phase II completion</td>
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<td>Project completion</td>
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<p>| 10  | Research Discovery Networks (RDN) Pathfinder Implementation | Manager, Solution Engineering (T &amp; L, and Personal Effectiveness) (B. Murphy) | Research | 2021-06-30 | Design and build of the platform |
| 11  | Improve/Replace Research Funding Opportunities Database | Manager, Solution Engineering (T &amp; L, and Personal Effectiveness) (B. Murphy) | Research | TBD | Project kick-off |
| 12  | UBIRAS - TRAQ Upgrade and Data Migration | Manager, Solution Engineering (T &amp; L, and Personal Effectiveness) (B. Murphy) | Research | TBD | Design and build of the platform |
| 13  | Implement Enterprise Digital Asset Management Solution | Manager, Solution Engineering (T &amp; L, and Personal Effectiveness) (B. Murphy) | University Relations | 2021-06-23 | Project completion |
| 14  | Request for Enterprise Web Analytics Solution (Siteimprove) | Manager, Solution Engineering (T &amp; L, and Personal Effectiveness) (B. Murphy) | University Relations | 2021-06-29 | Project completion |
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<td>JDMS - HR Job Description Management Solution</td>
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<td>Manager, Solution Engineering (Administration) (Vacant)</td>
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<td>19</td>
<td>PeopleSoft (FIN) Enable Journal Workflow Using AWE (Automated Workflow Engine)</td>
<td>Manager, Solution Engineering (Administration) (Vacant)</td>
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<td>2021-12-23</td>
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<td>19</td>
<td>Transition to Cloud Compute and Storage Program</td>
<td>Manager, Solution Engineering (Administration) (Vacant)</td>
<td>TBD</td>
<td>2021-10-29</td>
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<tr>
<td>19</td>
<td>Use of Cloud Storage</td>
<td>Manager, Solution Engineering (Administration) (Vacant)</td>
<td>Queen's Community</td>
<td>2021-09-01</td>
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<tr>
<td>19</td>
<td>PeopleSoft (FIN) Implement Automated RoE (Record of Employment)</td>
<td>Manager, Solution Engineering (Administration) (Vacant)</td>
<td>Human Resources</td>
<td>2021-11-15</td>
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<tr>
<td>19</td>
<td>PeopleSoft (FIN) Enable Journal Workflow Using AWE (Automated Workflow Engine)</td>
<td>Manager, Solution Engineering (Administration) (Vacant)</td>
<td>Finance</td>
<td>2021-12-23</td>
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<tr>
<td>19</td>
<td>Transition to Cloud Compute and Storage Program</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen's Community</td>
<td>2022-08-15</td>
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</table>

### Download of student application data from SGS Graduate Student Application
- Manager, Solution Engineering (T & L, and Personal Effectiveness) (B. Murphy)
- School of Graduate Studies
- TBD • Project closeout

### Library - Replace e-Reserves Software
- Manager, Solution Engineering (T & L, and Personal Effectiveness) (B. Murphy)
- Library Services
- N/A • Client-led

### Request for Interactive Course Content Creation Solution (HRP)
- Manager, Solution Engineering (T & L, and Personal Effectiveness) (B. Murphy)
- Faculty of Arts and Science
- 2021-10-04 • Project kick-off
- 2022-02-18 • Project completion

### Request for an Online Chat solution with onQ integration
- Manager, Solution Engineering (T & L, and Personal Effectiveness) (B. Murphy)
- TBD • Go-live and closeout

### Upgrade UHIP (University Health Insurance Plan) Portal
- Manager, Solution Engineering (T & L, and Personal Effectiveness) (B. Murphy)
- International Centre
- TBD • Project completion

### Student Accommodations Venture Implementation
- Manager, Solution Engineering (T & L, and Personal Effectiveness) (B. Murphy)
- Queen's Community
- 2022-05-01 • Roll-out of the solution

### School of Computing - Trello Integration in Microsoft Office365 Teams
- Manager, Solution Engineering (T & L, and Personal Effectiveness) (B. Murphy)
- Queen's Community
- TBD • Go-live and closeout

### Upgrades to Personal Statement of Experience
- Manager, Solution Engineering (T & L, and Personal Effectiveness) (B. Murphy)
- Queen's University
- 2021-06-30 • Release 2
- 2021-08-04 • Release 3
- 2021-08-31 • Project completion

### Term Adjacent Data Program
- Manager, Solution Engineering (Administration) (Vacant)
- Queen's University
- 2021-09-01 • Project kick-off
- TBD • Project completion

### Solution Development
- School of Computing – Trello Integration in Microsoft Office365 Teams
  - Manager, Solution Engineering (T & L, and Personal Effectiveness) (B. Murphy)
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  - TBD • Go-live and closeout

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### Student Accommodations Venture Implementation
- Manager, Solution Engineering (T & L, and Personal Effectiveness) (B. Murphy)
- Queen's Community
- 2022-05-01 • Roll-out of the solution
<table>
<thead>
<tr>
<th>REF</th>
<th>IT OPPORTUNITY/ACTIVITY</th>
<th>RESPONSIBLE</th>
<th>BENEFICIARY</th>
<th>DUE NLT</th>
<th>DELIVERABLE/MILESTONES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mature &amp; Operationalize Data Management tool - Informatica</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen’s Community</td>
<td>2021-10-01</td>
<td>Project kick-off</td>
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<tr>
<td>2</td>
<td>Create Student Data Warehouse</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen’s Community</td>
<td>2021-11-15</td>
<td>Plan approved</td>
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<td>3</td>
<td>Cyber Security Operations Dashboard</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>IT Services</td>
<td>2022-04-30</td>
<td>Project completion</td>
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<td>4</td>
<td>Building Occupancy Dashboard - Phase II</td>
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<td>Physical Plant Services</td>
<td>2021-08-31</td>
<td>Project completion</td>
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<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>2021-11-30</td>
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<td>6</td>
<td>Data Privacy - Power BI Knowledge Sessions</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen’s Community</td>
<td>2021-09-01</td>
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<td>7</td>
<td>NextGen Network – Campus (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>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>
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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>TBD</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>
<td>Project completion</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>API</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen’s Community</td>
<td>2021-09-30</td>
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<td>13</td>
<td>Cybersecurity Program - Identity Management (7b) &amp; Maturation of SailPoint</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen’s Community</td>
<td>TBD</td>
<td>Go-live for SailPoint</td>
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<td>14</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>15</td>
<td>API</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen’s Community</td>
<td>2021-09-30</td>
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<td>16</td>
<td>EndPoint Protection (EP) Enforcement</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
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<td>17</td>
<td>API</td>
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<td>18</td>
<td>Endpoint Protection (EP) Enforcement</td>
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</table>

**SOLUTION DEVELOPMENT**

<table>
<thead>
<tr>
<th>REF</th>
<th>IT OPPORTUNITY/ACTIVITY</th>
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<tr>
<td>19</td>
<td>Mature APIM Platform and Enhance Orchestration Capabilities</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen’s Community</td>
<td>2021-10-01</td>
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<td>20</td>
<td>Networking Program – Identity Management (7b) &amp; Maturation of SailPoint</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
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<td>2021-10-01</td>
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<tr>
<td>21</td>
<td>Integration Strategy &amp; Roadmap (Mobile Integration Strategy Included)</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen’s Community</td>
<td>2021-10-01</td>
<td>Project kick-off</td>
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<td>22</td>
<td>MFA Enforcement</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen’s Community</td>
<td>2021-10-01</td>
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**ACCOUNTABLE DIRECTORATE**

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<th>REF</th>
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<th>DELIVERABLE/MILESTONES</th>
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<tr>
<td>23</td>
<td>Cybersecurity Program - Identity Management (7b) &amp; Maturation of SailPoint</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
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<td>2021-10-01</td>
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<tr>
<td>24</td>
<td>Integration Strategy &amp; Roadmap (Mobile Integration Strategy Included)</td>
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<td>2021-10-01</td>
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<td>25</td>
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**NETWORK**

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<tr>
<td>26</td>
<td>Cloud Hosting Environment Security Enhancements</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen’s Community</td>
<td>2021-08-15</td>
<td>Project completion</td>
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<tr>
<td>27</td>
<td>Hosting Environment Security Assessment</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen’s Community</td>
<td>2021-06-02</td>
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<td>28</td>
<td>API</td>
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<td>Queen’s Community</td>
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<td>Project kick-off</td>
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<td>29</td>
<td>Cloud Hosting Environment Security Enhancements</td>
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<td>30</td>
<td>Hosting Environment Security Assessment</td>
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<td>Project kick-off</td>
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<td>31</td>
<td>API</td>
<td>Manager, Technology Engineering (C. Burnham)</td>
<td>Queen’s Community</td>
<td>2021-06-02</td>
<td>Project kick-off</td>
</tr>
</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.

### Continuous Improvement

<table>
<thead>
<tr>
<th>REF</th>
<th>IT OPPORTUNITY/ACTIVITY</th>
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<th>BENEFICIARY</th>
<th>2021-22 MILESTONES/DELIVERABLES</th>
<th>DUE NLT</th>
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</tr>
</thead>
</table>
| 30  | ServiceNow Maturation – normalize our usage and lay the foundation for future growth | • Continuous Service Improvement Manager (A. Gissing) IT Services Queen’s Community | Ongoing | • Assume duties of the ServiceNow Platform Owner until the role is filled  
• Normalize: form a full-time Platform Team, ITSM Roadmap, Platform Operating Model, Service Portfolio List | 2021-08-31 | 2021-08-31 |
|     | Build a Current State Foundation of Service Management Roles and Responsibilities | • Continuous Service Improvement Manager (A. Gissing) IT Services | 2021-07-30 | • 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 | 2021-08-27 | 2021-09-17 |
|     | Establish the Foundations of Continuous Improvement | • Continuous Service Improvement Manager (A. Gissing) IT Services | 2021-08-27 | • Establish baseline metrics for the Service Management process currently in place  
• Establish baseline service-level targets for incidents and service requests | 2021-09-17 | 2021-09-17 |
|     | Improve the Transition of Projects and their respective Business, Technical, and Stakeholder Details from Solutions Development to Service Operations | • Continuous Service Improvement Manager (A. Gissing) IT Services  
• Manager, Application Services (G. Ferland)  
• Application Services Planner (T. Sellitto)  
• Assistant Director, Programs (M. Onduha) | 2021-08-27 | • 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 | |

### Security Operations

<table>
<thead>
<tr>
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<th>DUE NLT</th>
<th>DELIVERABLE/MILESTONES</th>
</tr>
</thead>
</table>
| 31  | iTrack Process Maturity | • Manager, Service Support Centre (S. Ferguson) IT Services | 2021-10-01 | • Move PCI processes from iTrack to ServiceNow  
• Replace Copyright Notification Process in iTrack  
• Migrate SCEP Reports 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 ServiceNow  
• IT Services Queen’s Community | • Continuous Service Improvement Manager (A. Gissing) IT Services | Ongoing | | | |
<table>
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<td>DUE NLT</td>
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<tr>
<td>3.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Canarie Security Services/Projects**
- **Manager, Security Operations Centre (J. Lewis)**
- **IT Services**
- **Queen’s Community**
- Ongoing
- CanSSOC
- JSP
- CIRA DNS

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

**Service Delivery**
- **Manager, Application Services (G. Ferland)**
- **BISC**
- **Physical Plant Services Advancement**
- **Ongoing**
- BISC O365 Tenant Migration
- Implement or integration replacement of PPS Central Access Control System
- CHDP-Q

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

**Technology Lifecycle - Maintenance and Sustainment**
- **Manager, Application Services (G. Ferland)**
- **Queen’s Community**
- 2021-03-31
- Microsoft Licensing - move retirees and alumni from A1 license to Alumni licenses
- 2021-06-30
- PeopleSoft Campus Solutions upgrade
- 2021-07-30
- CCTV OS and Application upgrade
- 2021-07-31
- Skype for Business retirement
- Transform PeopleSoft file transfer services - SFTP Servers and file access
- 2021-09-30
- QDOCs/EDRMS Perceptive - Content platform upgrade
- Windows Fileshare migration to Azure

**Operationalization and Operational Efficiency**
- **Manager, Application Services (G. Ferland)**
- **Application Services Planner (T. Stellato)**
- **IT Services**
- **Queen’s Community**
- 2021-12-31
- ServiceNow development – QMobile inventory management
- 2021-07-31
- 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 2012R2
- List serv upgrade to current version and operating system
- Support planning for Glassfish java platform replacement
- 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 2012R2
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- Support planning for Glassfish java platform replacement

**Continuous Improvement**
- **Manager, Application Services (G. Ferland)**
- **Application Services Planner (T. Stellato)**
- **Queen’s Community**
- 2021-12-31
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- ServiceNow version upgrade - Paris to Quebec
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- List serv upgrade to current version and operating system
- Support planning for Glassfish java platform replacement

**End-to-End Integration**
- **Manager, Application Services (G. Ferland)**
- **Application Services Planner (T. Stellato)**
- **Queen’s Community**
- 2022-04-30
- 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 2012R2
- List serv upgrade to current version and operating system
- Support planning for Glassfish java platform replacement

**IT Services**
- **Queen’s Community**
- 2021-07-31
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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 2012R2
- List serv upgrade to current version and operating system
- Support planning for Glassfish java platform replacement

- ServiceNow development – QMobile inventory management
- Endpoint Management Platform delivery of inventory management and application delivery
### Digital Classrooms

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible Directorates</th>
<th>Due Date</th>
<th>Deliverable/Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lifecycle Classrooms and Sites</td>
<td>Service Operations</td>
<td>2021-08-30</td>
<td>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</td>
</tr>
<tr>
<td>Maintenance and Support</td>
<td>Service Operations</td>
<td>2021-12-20</td>
<td>Maintenance of classrooms; Faculty and student support in the rooms</td>
</tr>
</tbody>
</table>

### Telecommunications, Maintenance, Renewals, and Improvements

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible Directorates</th>
<th>Due Date</th>
<th>Deliverable/Milestones</th>
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</thead>
<tbody>
<tr>
<td>Data Centre Maintenance, Renewals, and Improvements</td>
<td>IT Services</td>
<td>2021-08-30</td>
<td>Refresh VNE 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 and development environments</td>
</tr>
</tbody>
</table>

### Network Resilience - Phase 3 UPS Implementation

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible Directorates</th>
<th>Due Date</th>
<th>Deliverable/Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>Firewall Migration</td>
<td>Infrastructure Services</td>
<td>2022-04-30</td>
<td>Continue to migrate existing Cisco Firewalls to FortiGate Firewalls (Portico) - This FY focus to be: DCT VPN user migration; CTC data center firewall migration; AdminVU MLU user migration; AdminVU data center firewall migration; Out of Band firewall migration</td>
</tr>
<tr>
<td>Payment Card Industry Maintenance, Renewal, and Improvements</td>
<td>Infrastructure Services</td>
<td>Ongoing</td>
<td>Support yearly audit process ensuring compliance; Migration of current applications to new vendor solutions (i.e. parking&amp;tickets and housing &amp; ancillary services); Management and maintenance of unique environment that includes additional security features</td>
</tr>
</tbody>
</table>

### Change Management

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible Directorates</th>
<th>Due Date</th>
<th>Deliverable/Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>Next Generation Network - Project - wave 1</td>
<td>Infrastructure Services</td>
<td>2022-04-30</td>
<td>Develop and implement NGN wave 1 to MVP for modern Network Lab environment, Dupuis Hall and Four (4) research intensive buildings</td>
</tr>
</tbody>
</table>

### Vulnerability Management

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible Directorates</th>
<th>Due Date</th>
<th>Deliverable/Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>Next Generation Network - Project - wave 2</td>
<td>Infrastructure Services</td>
<td>2021-11-01</td>
<td>Develop the plan and initiate procurement of NGN wave 2 - next successive 10 Buildings</td>
</tr>
</tbody>
</table>

### Next Generation Network - Program

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible Directorates</th>
<th>Due Date</th>
<th>Deliverable/Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>Firewall Migration</td>
<td>Infrastructure Services</td>
<td>2022-04-30</td>
<td>Shape our year-on-year Next Generation Network road map; strategic framework and governance model</td>
</tr>
</tbody>
</table>

### Payment Card Industry Maintenance, Renewal, and Improvements

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible Directorates</th>
<th>Due Date</th>
<th>Deliverable/Milestones</th>
</tr>
</thead>
<tbody>
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<td>Payment Card Industry Maintenance, Renewal, and Improvements</td>
<td>Infrastructure Services</td>
<td>Ongoing</td>
<td>Support yearly audit process ensuring compliance; Migration of current applications to new vendor solutions (i.e. parking&amp;tickets and housing &amp; ancillary services); Management and maintenance of unique environment that includes additional security features</td>
</tr>
</tbody>
</table>

### Data Centre Maintenance, Renewals, and Improvements

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible Directorates</th>
<th>Due Date</th>
<th>Deliverable/Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Centre Maintenance, Renewals, and Improvements</td>
<td>IT Services</td>
<td>2021-09-01</td>
<td>Completing phase 3 of UPS upgrade (delayed due to the pandemic lock downs)</td>
</tr>
</tbody>
</table>

### Payment Card Industry Maintenance, Renewal, and Improvements

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible Directorates</th>
<th>Due Date</th>
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</tr>
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<td>Infrastructure Services</td>
<td>Ongoing</td>
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</tr>
</tbody>
</table>
**SERVICE SUPPORT CENTRE**

Move Printers to Private IP's

- **Responsible**: Manager, Service Support Centre (S. Ferguson)
- **Beneficiary**: IT Services, Queen's Community
- **Due**: 2021-12-31
- **Milestones/Deliverables**:
  - Continue identifying and working with departments to move departmental printers to secure Printer subnet and will be dependent on return to campus
  - Manager, Service Support Centre (S. Ferguson)

IIQ – NAC – MFA- inTune/EndPoint Compliance

- **Responsible**: Manager, Service Support Centre (S. Ferguson)
- **Beneficiary**: IT Services, Queen's Community, Help Desk
- **Due**: 2022-04-30
- **Milestones/Deliverables**:
  - 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

**ACCOUNTABLE DIRECTORATE**

Prepare Annual Budget Submission

- **Responsible**: Interim Director, Operational Oversight (T. Overvelde), Financial Analyst (A. Hu)
- **Beneficiary**: Provost’s Advisory Committee on Budgets
- **Due**: 2021-05-30
- **Milestones/Deliverables**:
  - 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)
  - Queen’s Community
  - IT Services

Coordinate Departmental Events

- **Responsible**: Interim Director, Operational Oversight (T. Overvelde)
- **Beneficiary**: IT Services
- **Due**: Ongoing
- **Milestones/Deliverables**:
  - Events successfully executed (e.g. holiday luncheon, retirement acknowledgments, webinars)

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

- **Responsible**: Interim Director, Operational Oversight (T. Overvelde), Manager, Vendor Management (B. Coughtrey)
- **Beneficiary**: Queen’s Community
- **Due**: Ongoing
- **Milestones/Deliverables**:
  - Solutions procured (license/agreements signed) in advance of Fall academic term

Provide Support for the Compilation of Performance Reviews

- **Responsible**: Human Resources Advisor (S. Boulton)
- **Beneficiary**: IT Services
- **Due**: 2021-06-14
- **Milestones/Deliverables**:
  - 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

**HUMAN RESOURCES**

**OPERATIONAL OVERSIGHT**

Operational Oversight is responsible for overseeing and communicating the quality and value of the catalogue of IT Services, ensuring strong vendor relations, and financial, human capital and IT asset management.
<table>
<thead>
<tr>
<th>REF</th>
<th>IT OPPORTUNITY/ACTIVITY</th>
<th>RESPONSIBLE</th>
<th>BENEFICIARY</th>
<th>2021-22 MILESTONES/DELIVERABLES</th>
<th>DUE NLT</th>
<th>DELIVERABLE/MILESTONES</th>
</tr>
</thead>
</table>
| 38  | Prepare the Annual Training Plan for IT Services | • Interim Director, Operational Oversight (T. Overvelde)  
• Human Resources Advisor (S. Boulton) | IT Services | • Training plan prepared to address new services and professional development needs (encapsulating input from Directors) | 2021-08-31 |
| 19  | Design and Implement New Approach to Processing Recoveries (removing Pinnacle from recovery process) | • Interim Director, Operational Oversight (T. Overvelde)  
• Financial Analyst (A. Hu) | IT Services | • Process finalized and recovery journals posted in financial system | 2021-10-31 |
| 13  | Establish a Comprehensive, Searchable Service Catalog with Associated Web Presence | • Service Portfolio Manager (D. Carlson)  
• Service Portfolio Manager (D. Carlson)  
• Communications Coordinator (E. Siksay) | Queen's Community | • Initiative intake submitted | 2021-10-31  
• Recommended solution and plan for future implementation | 2022-04-30 |
| 22  | Coordinating Delivery of Change Action Plans | • Manager, Vendor Management (B. Coulthrey)  
• Operational Oversight, QMMP team (B. Coulthrey)  
• Communications Coordinator (E. Siksay) | IT Services | • Complete Change Action Plans related to Network Access (wired and wireless)  
• Complete Change Action Plans related to Identity Management (Project P7b)  
• Complete Change Action Plans related to Multi-Factor Authentication | 2021-07-31 |
| 27  | Revitalise the IT Services Website (following upgrade of WebPublish functionality) | • Manager, Vendor Management (B. Coulthrey)  
• Operational Oversight, QMMP team (B. Coulthrey)  
• Communications Coordinator (E. Siksay) | IT Services | • Complete Change Action Plans related to Network Access (wired and wireless)  
• Complete Change Action Plans related to Identity Management (Project P7b)  
• Complete Change Action Plans related to Multi-Factor Authentication | 2021-09-30 |
| 8  | Enhance Internal Communications to Ensure Continued Engagement while Working Remotely | • Manager, Vendor Management (B. Coulthrey)  
• Communications Coordinator (E. Siksay) | IT Services | • Web content finalised and new functionality incorporated to enhance the user experience  
• IT Services website fully migrated to new version of WebPublish | Ongoing |
| 11  | Produce Effective Communications Regarding Return to Campus | • Manager, Vendor Management (B. Coulthrey)  
• Communications Coordinator (E. Siksay) | IT Services | • Staff announcements, weekly newsletter/emails, etc. distributed  
• Communications published/distributed through website and email mediums | 2021-09-01 |
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>
<th>Channel</th>
<th>Intent</th>
</tr>
</thead>
<tbody>
<tr>
<td>CI &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.</td>
<td>All IT Services employees</td>
<td>Monthly</td>
<td>CI &amp; AVP (ITS) WEBINARS</td>
<td>All IT Services employees and stakeholders outside of IT Services as appropriate</td>
</tr>
<tr>
<td>CIO &amp; AVP (ITS) SENIOR MANAGEMENT MEETINGS (IT SERVICES)</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.</td>
<td>CIO and IT Services Directors</td>
<td>Bi-weekly</td>
<td>OPERATING PLAN PROGRESS UPDATES</td>
<td>CIO, IT Services Directors and other applicable IT Services personnel as required</td>
</tr>
<tr>
<td>OPERATING PLAN PROGRESS UPDATES</td>
<td>• At regular intervals, the CIO will join an already-planned Directorate-level update meeting.</td>
<td>CIO &amp; senior IT Services staff members (Grade 10+, USW members with supervisory roles responsible for employees)</td>
<td>Monthly</td>
<td>IT SERVICES LEADERSHIP FORUM</td>
<td>CIO and AVP (ITS) WEBINARS</td>
</tr>
<tr>
<td>IT SERVICES LEADERSHIP FORUM</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.</td>
<td>All stakeholders, internal and external to IT Services</td>
<td>N/A</td>
<td>WORKSHOPS &amp; CONFERENCES</td>
<td>IT Services employees</td>
</tr>
<tr>
<td>WORKSHOPS &amp; CONFERENCES</td>
<td>• Opportunities for collective training and professional development will also be leveraged through this forum.</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.</td>
<td>As required</td>
<td>ANNUAL IT SERVICES OPERATING PLAN</td>
<td>All stakeholders, internal and external to IT Services</td>
</tr>
<tr>
<td>ANNUAL IT SERVICES OPERATING PLAN</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>IT Services’ staff members attending workshops and conferences are expected to summarise what they have learned and describe how it will benefit them, their team and the department.</td>
<td>N/A</td>
<td>IT SERVICES WEBSITE &amp; SERVICE PORTAL</td>
<td>IT Services employees</td>
</tr>
<tr>
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<td>All stakeholders, internal and external to IT Services</td>
<td>N/A</td>
<td>WORKSHOPS &amp; CONFERENCES</td>
<td>IT Services employees</td>
</tr>
<tr>
<td>WORKSHOPS &amp; CONFERENCES</td>
<td>• As described in Section 1 of this document</td>
<td>All stakeholders, internal and external to IT Services</td>
<td>Produced annually (Summer)</td>
<td>ANNUAL IT SERVICES OPERATING PLAN</td>
<td>All stakeholders, internal and external to IT Services</td>
</tr>
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<td>Produced annually (Summer)</td>
<td>WORKSHOPS &amp; CONFERENCES</td>
<td>IT Services employees</td>
</tr>
</tbody>
</table>
Appendix

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.

DEVELOPMENT OF CYBERSECURITY ACTION PLAN 2022-2023+

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.

EXECUTION OF & CONTINUOUS IMPROVEMENT OF STRATEGY & ARCHITECTURE SERVICES

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.

OPERATING PLAN FOR 2022-23

Similar to the 2021-22 Operating Plan, the 2022-23 Operating Plan will serve as the CIO and AVP (ITS)’s main annual directive, which will describe the activities that will need to take place over the course of fiscal year 2022-23 in order to achieve IT Services’ longer-term vision.

IMPROVE THE DELIVERY OF THE BUSINESS INTAKE & RESOURCE PLANNING PROCESS

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.

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

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.

IDENTIFY AND SURFACE POSSIBILITIES THAT WILL SHAPE DEMAND BASED ON THE OUTCOMES FROM THE PRINCIPAL’S STRATEGIC FRAMEWORK. PROVIDE INPUT TO THE PORTFOLIO, AND PRODUCT MANAGEMENT PLANNING ACTIVITIES.

CONTINUE ALL ACTIVITIES RELATED TO BUSINESS INTAKE & RESPOND TO NEEDS OF STAKEHOLDERS

ACCEPTABLE USE OF INFORMATION (MAY/2014) • NETWORK AND SYSTEMS SECURITY POLICY (MAY/2014) • ELECTRONIC INFORMATION SECURITY POLICY (MAY/2014)

INCREASE BUSINESS INTAKE & RESOURCE PLANNING PROCESS TRANSPARENCY & DYNAMIC INFORMATION SHARING

CONTINUE TO BRIDGE THE DEMAND MANAGEMENT BETWEEN IT SERVICES & THE QUEEN’S COMMUNITY

PRODUCE A REVISED SET OF INFORMATION SECURITY RELATED DOCUMENTS (POLICIES, STANDARDS, GUIDELINES, PROCEDURES)

EXCEPTIONAL ACCESS AUTHORIZATION POLICY & PROCEDURE

CONTRIBUTE TO THE DEVELOPMENT OF CYBER SECURITY OPERATIONS DASHBOARD

CYBERSECURITY EDUCATION & AWARENESS CAMPAIGNS

ACCOUNTABLE DIRECTORATE

Increase business intake & resource planning process transparency & dynamic information sharing

Continue all activities related to business intake & respond to needs of stakeholders

Continue to bridge the demand management between IT Services & the Queen’s Community

Produce a revised set of information security related documents (policies, standards, guidelines, procedures)

Exceptional access authorization policy & procedure

Contribute to the development of cybersecurity operations dashboard

Cybersecurity education & awareness campaigns
SECURITY ASSESSMENT PROCESS

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

DEFINITION OF & IMPLEMENTATION PLANNING OF ENTERPRISE ARCHITECTURE PROGRAM FOR QUEEN’S

DEVELOP AN EVOLVING 2–3 YEAR STRATEGIC TECHNOLOGY ROADMAP FOR QUEEN’S (AS ONE PART OF ENTERPRISE ARCHITECTURE PROGRAM)

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.

SUPPORTING OHDP-Q AS REQUIRED

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.

TRACK & MANAGE ENTERPRISE ARCHITECTURE PATTERNS & STANDARD – ONGOING

MODERNIZATION (USING SERVICENOW) OF TECHNOLOGY APPLICATION PORTFOLIO (AS ONE PART OF ENTERPRISE ARCHITECTURE PROGRAM)

RESEARCH SUPPORT ACTIVITIES

CONTRIBUTE TO RESEARCH COMPUTING SERVICES TARGET OPERATING MODEL

Provide support to SNOLAB, HMRC, Research Computing Services Target Operating Model and others as required.

DATA PROFICIENCY PROGRAM PLAN

In partnership with CAC.

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 data 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, 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.

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.

Complete proof of concept for sensitive data discovery.

Focused data governance capability based on CRM priorities identified.

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

Further expanding the asset criticality frameworks developed as part of CSAP 19-21 to identify up to 200 systems.

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.

COMPLETE CSAP D1/D2 PROJECT FOR SENSITIVE DATA DISCOVER PILOT

SUPPORT & DELIVER AN OPERATING MODEL FOR CAMPUS STUDENT WAREHOUSE

ASSET CRITICALITY IDENTIFICATION (CSAP-M)

ENTERPRISE CRM – PREPARATION
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 existing PBX telephony system will be replaced with a modernised solution that integrates all voice communications and productivity applications using Voice over Internet Protocol (VoIP).

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**

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

**REPLACE NON-STANDARD ADMISSION APPLICATION (NSA)**

BHSc QUALTRICS QCLASS

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.

**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.

**ACCOUNTABLE DIRECTORATE**

**SOLUTION DEVELOPMENT**

The Faculty of Health Sciences (FHS) is seeking to improve the grade upload process from Bientra - the Learning Management System (LMS) used in 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.

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

**ACCOUNTABLE DIRECTORATE**

**SOLUTION DEVELOPMENT**

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.

**EXAMS OFFICE - REQUEST FOR NEW EDITABLE WEBFORM**

The Faculty of Health Sciences (FHS) is seeking to improve the grade upload process from Bientra - the Learning Management System (LMS) used in 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.

**ACCOUNTABLE DIRECTORATE**

**SOLUTION DEVELOPMENT**

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**EXAMS OFFICE - REQUEST FOR NEW EDITABLE WEBFORM**

**IMPLEMENTATION OF VIRTUAL EVENT HOSTING SOLUTION**

The Faculty of Health Sciences (FHS) is seeking to improve the grade upload process from Bientra - the Learning Management System (LMS) used in 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.

**RESEARCH DISCOVERY NETWORK (RDN) PATHFINDER IMPLEMENTATION**

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.

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**SOLUTION DEVELOPMENT**

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.

**EXAMS OFFICE - REQUEST FOR NEW EDITABLE WEBFORM**

The Faculty of Health Sciences (FHS) is seeking to improve the grade upload process from Bientra - the Learning Management System (LMS) used in 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.

**ACCOUNTABLE DIRECTORATE**

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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 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.

Automated and streamlined workflow for course creation and management; improved status notification and reporting capability. 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.

Process pathways was recently bought out by another vendor, Cayuse. Queen’s is a key customer and as such has been asked to comment on functionality for a revised TRAQ. Research Services will be working with the vendor as part of their discovery phase. There is a potential tie into the Research Services Gateway project. There will be the addition of a new module on top of all the existing modules.

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.

In addition to Articulate 360 (a course creation solution), Faculties have requested an enterprise-wide license for HTML5 Package (H5P) to help instructional designers and instructors create interesting, engaging, and interactive online course materials.

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.

QUIC would like to make a few changes to the UHIP Portal to make the portal even more efficient for the UHIP administrator. They are also interested in investigating the possibility of students printing their UHIP card from SOLUS rather than the UHIP Portal.

Trello is a list-making application that allows users to create their task boards with several columns (e.g. To Do, In Progress, Completed, etc.) and move the tasks from one column to another. The Trello app for Microsoft Teams links a user’s Trello team to their Microsoft Team.

PSEs are currently managed through an in-house build system called PSE Admin. The process to manage PSEs (track, distribute to faculties, enter scores, etc.) is time-consuming and ineffective. Undergraduate Admissions and Recruitment has approached IT Services with a number of suggestions to improve the existing PSE Admin system.
The Office of the University Secretariat and Legal Counsel (USEC) provides the university governing bodies (Board of Trustees, Senate, and University Council) with comprehensive support. The office manages contact information for all members, past and present, of the University’s governing bodies, biographical information, committee, and sub-committee information, as well as a number of signed forms for each member, the “Roster”.

Financial Services (Payroll) needs to automate the process for issuing Records of Employment (ROEs). Employers are required to issue an ROE to Service Canada each time an employee experiences an interruption of earnings. Service Canada uses the information on the ROE to determine whether a person is eligible to receive EI benefits, what the benefit amount will be, for how long the benefits will be paid and to ensure that no one misuses EI funds or receives benefits in error. Queen’s issues a large number of ROEs on a yearly basis and this process is entirely handled manually outside of PeopleSoft-HR and uses a lot of staff time within the Payroll unit.

The current process for recording accounts receivable (AR) is very manual and time consuming. As a result, AR are not always recorded properly, which leaves Financial Services with the task of investigating where the money should go. In addition, there is a lack of consistency and process across campus for handling AR and the sending out and tracking of invoices; invoices risk going unpaid if they are not properly recorded, which represents a financial loss for the university. To remediate this situation, Financial Services is in the process of exploring different solutions to manage AR on campus.

Financial Services would like to activate the Automated Workflow Engine (AWE) in PeopleSoft. This would support the requirement for segregation of duties. The first step is to gather requirements.

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 servers to qualified cloud providers.

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.

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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.

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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.

As Housing and Ancillary Services prepare for a gradual return to full occupancy in residences, they have approached IT Services to request an increase to the ResNet bandwidth from the 5 Gbps to 10 Gbps by September 2021.

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 (i.e. PCI and PHI data), their compliance automatically validated, and drifting away from compliance alerted upon and, where possible, automatically corrected.

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.

Center for Digital Integration Hub that encompasses the Data Platform and API Project will position us for future change.

Strengthen protections against internet-based hackers and malware attacks.

Reduce the likelihood and impact of compromised credentials.

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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.

Mature the API platform and enhance orchestration capabilities.

NEXTGEN NETWORK - CORE/PERIMETER (DESIGN)

CLOUD HOSTING ENVIRONMENT SECURITY ENHANCEMENTS

PHI HOSTING ENVIRONMENT SECURITY ASSESSMENT & ENHANCEMENT

PERIMETER PROTECTION PROGRAM
- DDoS
- DENY BY DEFAULT
- P4 PATTERN GAPS
IDENTIFICATION & RECOMMENDATION

INTEGRATION STRATEGY & ROADMAP (MOBILE INTEGRATION STRATEGY INCLUDED)

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.

Ensure endpoint protection (EP) enforcement.

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.

Developing 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.

Move OHDP-Q environment security operations maturity.

Change management process 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.

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 Q365 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.

Pilot of Microsoft advanced endpoint security solution for IT Services.


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Maintenance of the classrooms and faculty and student support in the rooms.

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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 roadmap, 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 acknowledgement, 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 any/all 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.
Inventory management and approval workflow options investigated. Enhanced workflow implemented. Recommendation for inventory management solution.

Lead operational response and communications related to discontinuation of hub plan for remote internet access.

Initiate project to review options for contract management solution and put forward a recommended solution.

Service catalog established, service owners/managers identified, and ServiceNow presence for the catalog implemented.

Coordinating delivery of change action plans remaining related to cybersecurity initiatives.

Revitalize IT Services website in WebPublish 3.0. Migrate knowledgebase articles (e.g. FAQs, tutorials) to Service Portal (ServiceNow).

Enhance departmental communications to ensure continued and effective engagement through new ways of working (on-campus, remote, and/or hybrid).

Produce effective back-to-school communications for students, plus direction for faculty and staff returning to campus.