

STRATEGIC PLAN (2019 – 2024)

FRAMEWORK

The IT@UofT strategic framework is inspired by a community-wide appetite for working collaboratively and collectively within a federated model that is based on a shared foundation and guiding principles. The framework applies to the entire IT@UofT community across all three campuses and multiple divisions and faculties.

Following a comprehensive consultation process at the University of Toronto (U of T), the following vision and strategic pillars have been developed to guide the future direction of ITS.

GUIDING PRINCIPLES



To support success in our shared path forward, a set of common guidelines across the University's tri-campus community will ensure that local decision-making aligns with, and complements, institutional direction, resulting in increased efficiencies and effectiveness. These guidelines reflect the input of the community across all three campuses, representing our collective spirit of renewal.

1. We take a University-wide view and embrace commonalities and strengths while respecting the diverse needs of the divisions and departments.
2. We strive to implement simple, sustainable and adaptable solutions for our community.
3. Security, privacy and accessibility are foundational to our work.

4. We trust and value peoples' unique talents from across the University.
5. Through active engagement, the needs of the students, faculty and staff inform and shape our solutions.
6. We use technology deliberately to achieve efficiencies and deliver more effective service through digitalization and process transformation.

VISION



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

The IT@UofT vision is an enduring goal that is intentionally aspirational and highlights shared key values. Throughout the process, we have heard that the community was looking for leadership and direction to help guide their own decisions.

PILLARS



Three thematic pillars reflecting the key ideas and concepts described by the community provide a foundational focus for the development of further plans within Information Technology Services (ITS) and more broadly across the University.



PEOPLE



SOLUTIONS



COLLABORATION



University of Toronto Mississauga (UTM)



University of Toronto Scarborough (UTSC)



University of Toronto St. George (UTSG)



ITS CORE VALUES

Prior to the launch of the strategic planning process, ITS staff identified five core values that collectively drive and inspire us in our daily work. ITS core values are foundational to how we operate as a team and key to the behaviours we want to model daily when interacting with one another. Throughout the strategic planning process, we have reflected on these values and used them to shape our vision for the future. We encourage the rest of the community to consider how they see the values reflected and continue the dialogue on their importance in our work together.

**SERVICE AND
OPERATIONAL
EXCELLENCE**

**CREATIVE
AND CRITICAL
THINKING**

TEAMWORK

**SHARED
LEADERSHIP**

**CULTURE OF
LEARNING**

PEOPLE

The U of T is privileged to employ outstanding individuals who share and extend their expertise to advance digital and IT solutions at the University. We must be deliberate in our recruitment, retention and growth of our people. The community members we consulted are seeking a workplace that is inclusive, equitable and diverse.

Create a culture of continuous skill and professional development.

Cultivate high performance team practices in IT.

Increase the visibility, transparency and availability of IT talent and specialized skill sets.



SOLUTIONS

ITS has identified objectives and related initiatives within the solutions pillar aimed at improving day-to-day activities in support of the University mission.

Empower educators and learners through broader access to transformative teaching and learning apps and resources.

Digitalization of the University's core administrative systems focused on process reengineering (including assessment, redesign and implementation of recommendations).

Create a culture of evidence-based (data driven) decision-making and information flow.

Enable a secure computing environment and protected management of information.

Leverage alternative service delivery models that can deliver enhanced security, increased agility, improved return on investment (ROI) and more flexible solutions.

Rationalize, standardize and simplify systems and services across the three campuses.



COLLABORATION

In order to succeed within a federated model, we need a clearer understanding of how we engage, how we collaborate and how we function as a collective.

Increase transparency and collaboration through proactive, streamlined and trust-based communication between ITS and the U of T community.

Improve collaboration and communication using distributed strategies to enable engagement across all units.

Leverage shared infrastructure and technologies supporting research.

