Brigitte Collins
UNIVERSITY CHIEF INFORMATION OFFICER

University ICT accomplished several key objectives during the period under review. Among them were the Vice-Chancellor's successful use of a technology solution to communicate directly with all staff across all campuses. In addition, the design stage of the Review ICT Operating Model for Shared Services programme progressed after an intensive exercise involving a wide range of cross-campus teams. This initiative was facilitated by Fujitsu Caribbean whose pro bono consultancy came to an estimated spend of US$154,000. Also achieved was the university-wide roll out of the Blackboard Collaborate web-conferencing tool. A summary of the status of strategic cross-campus ICT projects on which University ICT worked closely with Campus ICT teams is provided later in this report.

ICT governance is fully operational and all cross–campus strategic activities operate under the auspices of the University ICT Steering Committee. During the period, meetings were held on September 9, 2016; April 14, 2017; June 19, 2017. The Office of the University Chief Information Officer (OUCIO) gives full support to the Chair, Professor Brian Copeland.

During the period, the team tirelessly sought to obtain maximum discounts. Through thoughtful negotiations with strategic partners with whom long-lasting and deep relationships had been established, the University obtained significant savings through pro bono work. The SVUS consultancy to prepare the implementation framework executed in this period was funded from a Caribbean Development Bank grant obtained through the efforts of the IT team.

MAJOR ICT CROSS-CAMPUS INITIATIVES
Review ICT Operating Model and Shared Services
Under the aegis of the University ICT Steering Committee, Campus IT teams have embarked on a major programme to implement a new ICT operating model which will significantly optimise performance and better assignment of limited resources across the University. The implementation of shared services for critical areas of operation will result in consolidation, integration and standardisation of processes and removal of ineffective processes and practices.

The programme is divided into projects and is being implemented using a phased approach. This approach will facilitate early adoption of the model by The UWI. It is expected the proposed shared services model will create value through Increased operational efficiencies due to standardisation and harmonised processes based on industry best practice; more efficient use of ICT resources; improved delivery of ICT services; economies of scale to negotiate better prices and quality of services from vendors; reduced risk of IT investments and increased ROI; and an effective culture of continuous improvement to face future challenges and demands.

In terms of strategic fit and business drivers, this programme aligns with the Triple A Strategic Goals. It specifically addresses the strategic objectives: AG3: Generate economies of scale; and AG5: Foster the digital transformation of The UWI. It significantly impacts the success of the Triple A Strategy and underscores the need for The UWI to focus its resources to ensure programme success. The programme also aligns with and directly supports the institution's strategy to achieve an integrated UWI. It is also noted that the threat from shrinking financial resources/budgets and increasing operating expenditure can be mitigated by value creation in shared services.

Programme Activity Highlights

- The Vice-Chancellor signed a Memorandum of Understanding with Fujitsu Caribbean on December 23, 2016.The MOU engaged Fujitsu Caribbean as strategic partners for the initial six design phase.
- The programme is on schedule. This has been an extensive exercise involving all programme work stream teams with weekly activities and deliverables.
- The UWI team consisted of a programme lead, seven work stream leads and teams with representation from each campus. The activities required an estimated 40% time commitment per week over the six month duration for the design phase.
- The Fujitsu team consisted of an Executive Sponsor/ Adviser; a TOM lead and a Project Manager.

- The draft Target Operating Model (TOM) for each work stream was approved in principle by the University ICT Steering Committee on April 12, 2017. The Steering Committee noted a number of issues and implications for HR and Finance and engagement with relevant stakeholders will take place. Considerations will include cost reductions, savings and investments required to achieve the single ICT Framework.
- A draft Operating Model Handbook and Transition Plan were prepared.
- The Project Closure report was submitted by Fujitsu team on August 8, 2017.

Vice-Chancellor Email to all staff
The Vice-Chancellor's Office uses the technical solution facility to successfully send emails to all staff. It was developed, tested and available in March 2016 and deployed in the period under review.

Technical Support for Live Streaming
A first class technical team is in place to support major global events, such as the Launch of the Faculty of Sports, which allows for the seamless transition across sites and involved a cross-campus technical team.

Office of the Chief Information Officer
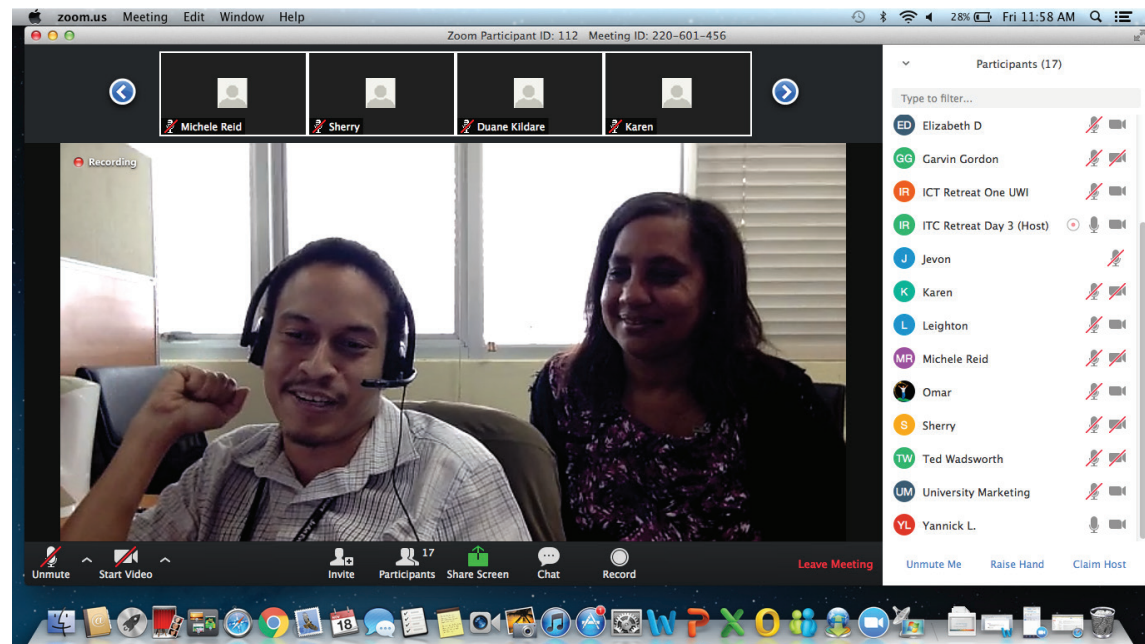
Teaching and Learning Activities
University-wide roll out of Blackboard
Collaborate Web Conferencing Tool
Blackboard Collaborate (BBC), a hosted solution, was selected as the enterprise-wide web conferencing tool for teaching/learning across The UWI. The tool will be made available to all four campuses for the commencement of teaching in the new academic year 2017/2018. The procurement process extended the BBC license used by the Open Campus for a number of years. The license is for the 4000-8000 user band.

Key Achievements
- Cross Campus Technical Testing of the BBC Ultra Web Conference Tool Integration with Moodle
- BBC Cross-Campus Training
  - CETL
  - E-Learning Technical Staff
  - Faculty & Service Desk Technical Staff
- University Marketing & Communication developed the communications and launched the tool.
- Phase I, BBC Training Portal which is available to faculty and students

Implementation Framework Consultancy (CDB Funded)
Once negotiations were completed and the contract finalised for services through the Caribbean Development Bank grant, ProCare Consulting Services was engaged in September 2016 to develop an implementation framework for the SVUS**.**

Key Achievements:
- Inception Report was completed mid-September.
- Extensive meetings were held with stakeholders including Executive Management, students who participated in SVUS pilots, Academics, Administrators and IT departments in October 2016.
- Interim Progress Report was completed in early February, 2017. Both reports were submitted to the CBD.
- An assessment of the proposed OOL implementation and its implications on the SVUS Framework was prepared upon request and submitted on July 6, 2017.
- Collection of Analysis-Critical Data completed on July 31, 2017.

SVUS Pilots
The OUCIO continued to work closely with the University Programme Coordinator (SVUS) and campus ICT departments to support the technical enhancements initiatives for the SVUS pilot projects. During the period the following were accomplished:
- The UWICIIT BSc Software Engineering programme continued to require detailed and sustained attention as budget for technical requirements was not in place at the start and during the programme. This required significant and unplanned attention to have basic

technical requirements to facilitate teaching and learning for students by lecturers located at Mona and Cave Hill campuses.

- Caribbean Civilisation Foundation Course continued to receive cross-campus technical support for the delivery of this cross-campus course.

ICT Cross-Campus Retreat 2016

Embracing its theme of "*Working together to achieve ICT Excellence for One UWI Vision*", members of staff from Cave Hill, Mona, St. Augustine and the Open campuses gathered together for one of the most important cross-campus ICT retreats in recent memory.

The retreat was hosted by the St. Augustine campus from November 16-17. The Office of the University CIO in collaboration with the campus IT departments set out an engaging agenda which focused on the university-wide IT team achieving the One UWI vision.

The retreat drew participation from key stakeholders including colleagues from Marketing and Communications, Planning, Registry, Bursary, Academic and Library departments which emphasised the retreat's collaborative approach to addressing critical issues and opportunities confronting the University.

There was a strong online presence from persons unable to attend physically. Persons were able to participate in focus group meetings, plenary sessions and vendor presentations using video and web conferencing facilities.

The breakout groups were formed around key areas including Office 365, Web, Business Intelligence and cross-campus Teaching and Learning. These groups met in various sessions which saw robust participation from the retreats' attendees with each group simultaneously pursuing their particular, assigned One UWI objective.

There was extensive engagement of external strategic partners such as a session by Fujitsu Caribbean's Executive Vice President for Sales and Business Development, Mr. John Slaytor, who presented an overview of the proposed operating model and programme for the University IT group. The proposed operating model focused on organising for optimal resource deployment and utilisation of IT staff and services.

Other external partners included in the retreat were:
- Microsoft Partner – Caribbean TECH TrendZ Ltd (CTTL)
- IBM partner, Massy Technologies
- BlackBoard Collaborate

The disciplined effort of these focus groups was clearly evident on the final day of the retreat where each group presented during a plenary session. A coordinated slate of projects was laid out which were all connected by a common thread to build a One UWI IT group, delivering on immediate One UWI targets as well as mapping a path to longer term and larger scale One UWI goals and objectives.