

2014 - 2016 IT Strategy UITS - CIO Office

Version 1.1

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2 Executive Summary

University Information Technology Services (UITs) mission is to provide and promote an IT service and support University by enabling the creation, management, and distribution of information to advance the University's teaching, learning, and research, as well as providing effective leadership and IT solutions for the UAEU. The UITs Strategic Plan provides both long and short term objectives that align with the UAEU Strategic Plan through additional campus-wide planning initiatives.

UITs strategic plan is aligned with the University's goals and it is done through full engagement with the University community to support the University mission. The UITs Strategic Plan is developed collectively by the IT Strategic Planning Committee, led by the Chief Information Officer and with members that include Department Directors and key managers of the division. This plan has been developed to emphasize the use of communication, information, and technology resources to strengthen the academic, research and administrative capabilities of the University. The IT Strategic Plan Committee will follow and oversee its implementation. Members will engage internally with subcommittees as needed to implement the strategic plan.

The UITs Strategic Plan shapes five fundamental areas of examination - Customer Focus and Service Oriented, Enable and support Evolving Research Needs, Collaboration and Efficiency through Sharing across Campus, Supporting Excellence in Teaching and Learning, and develop an Adaptable IT Organization. Advanced classroom technology and supporting IT tools allow the classroom experience and experimental learning to be more vigorous and dynamic. Areas of interest include a focus on faculty and student needs, development of research computing and comprehensive University-wide IT environment.

UITs will engage participation, flexibility, adaptability, and integration of IT tools and services, an understanding of supporting disciplinary differences while fostering collaborative, cooperative relationships, and evaluation to determine the effectiveness of IT tools and services.

3 Strategic Plan (2014 – 2016)

The summary descriptions of three years of UITS strategic plan, underneath each of them, action steps are indicated and mentioning how they are aligned with UAEU strategic plan.

Goal 1: Customer Focused & Service Oriented:

With the current expansion of the UITS in terms of staff, infrastructure, and projects, there is a need to reevaluate the process in which IT projects are planned, queued, executed and supported. The strategic direction of UITS Customer Support Service Department is to improve support services by implementing best practices using centralized ITIL® based Customer Support Service, based on common processes and consistent standards of support and to operate as a single point of contact to provide any type of technology and other support services to the UAEU Community. Also the Project Management Office (PMO) will deliver projects support to the UITS and its clients by providing guidance in project management processes and methodologies.

Strategies:

- Listen carefully to the students, faculty and staff.
- Deliver first class, accountable and customer focused services that meet customer service level requirements at a justifiable cost.
- Develop an automated processing workflow that will eliminate repetitive service tasks and freeing IT and other personals to focus on business initiatives of greater strategic value.
- Improve transparency and clarity of communication between UITS, Services providers and UAEU Community.
- To ensure that projects are prioritized and aligned with university's strategic objectives.
- Establish a disaster recovery site to provide the critical IT services continuity.
- To become the source of best practices and project management methodologies.
- Act as a competency center that provides expertise, support, and training.

- Provide project oversight for UITS as a whole to help maximize project benefits.
- Extend project management tools to university academic and administrative units that occasionally manage projects and provide them guidance to manage projects.
- Serve as the authority on IT project management best practices framework to deliver successful IT projects.

Alignment with UAEU Strategic Goals:

Goal 4: Community Service- Engagement with Partners

Goal 5: Effective Systems- High Quality Service

Goal 2: Enable and Support Evolving Research Needs of UAEU:

Researchers in all fields of study at UAEU need to have access to the university's high-capacity, highly-available gigabit network and connect to the UAE National Network Ankabut and other research/education networks. UITS will work closely with UAEU researchers to help evaluate research technology needs and recommend solutions that not only meet the faculty specific needs, but also are compatible with the University enterprise technologies. As the research requirements grow, UITS will provide network and related services designed to meet the researchers' needs.

Strategies:

- Enable Researchers to develop their digital identity through Social Networking, Collaboration Tools such as SharePoint, Blackboard Collaborate and Unified Communication.
- Enhance existing and introduce new IT services to better meet the needs of researchers by conducting periodic surveys of faculty to provide updates to the ever-changing Research IT requirements.
- Develop infrastructure and services to address the unique needs of researchers such as high performance computing, Telepresence and Cloud Computing.

- Plan for and provide sufficient bandwidth, cabling, electronics, and quality of service protocols for network connectivity in all classrooms, laboratories and workspaces across the University.
- Be proactive in uncovering University research computing needs.
- Provide effective hardware/software resources and specialized IT staff with subject matter expertise to support research computing.
- Leverage the research computing services and infrastructure with UAE National Network (Ankabut) and other research institutions.

Alignment with UAEU Strategic Goals:

Goal 2: Research and Training- Serving National Needs

Goal 3: International Standard- International Reputation

Goal 5: Effective Systems- High Quality Service

Goal 3: Collaboration & Efficiency through Information Sharing

It is imperative for UAEU to effectively exchange information among public and private educational institutes within UAE, coalition partners and international educational organizations as a critical element of our efforts to educate and enhance the level of knowledge for the UAE nation. The UAE University requires innovation to enhance information sharing across the departments, colleges and with external partners by using best and cost effective technology. The UITS vision of information sharing describes a future state where transparent, open, timely and relevant information sharing occurs to promote freedom of maneuverability across a trusted information technology environment.

Strategies:

- Increase Accessibility of Shared Information.
- Increase electronic interaction with and to UAE institutes.
- Allow students, faculty and staff to easily access any educational service or information within campus or across the boundaries as needed.
- Establish an environment that bridges UAE educational organizational boundaries, promotes trust, working together and the sharing of information and technical resources.
- Promote IT solution that support common business processes.

- Provide services to the library community which supports the sharing of resources and facilitate access to the information resources of UAE Libraries.
- Collaboration and resource sharing to support research communities and encourage them by the development of the shared Research Libraries Network.
- Adapting new technology trends which benefits and fits university needs.
- Ensure that Information and data are transmitted and captured securely according to IT policy and industry standard.

Alignment with UAEU Strategic Goals:

Goal 3: International Standard- International Reputation.

Goal 4: Community Service- Engagement with Partners.

Goal 4: Support Excellence in Teaching & Learning

The UITS strategy is to recognize, enhance, and support excellence in teaching and learning to both faculty and students by providing a wide-range of technologies for teaching and learning practices. Mobile learning initiative is key to provide excellence in teaching and learning. UITS is keen to support and facilitate mobile learning at the UAEU by implementing needed infrastructure and support mechanism. UITS will also support a mechanism by which faculty and staff can work collaboratively towards the improvement of teaching and advancement of learning at UAEU.

Strategies:

- Facilitate the integration of technology into teaching and learning.
- Provide technologies that enrich the teaching and learning experience.
- Provide training for using available technologies and present the different roles technology might play in the classroom.
- Enhance the use of technology in the classrooms.
- Research ways in which technology can affect the teaching and learning process and can improve student learning.
- Convert existing classroom technology into Smart classrooms.
- Provide internships to students in order to prepare them for their future career.
- Provide and support infrastructure for mobility.

- Create and Implement Enterprise Mobility strategy.

Alignment with UAEU Strategic Goals:

Goal 1: Career-ready Graduates- Producing Future Leaders

Goal 5: Effective Systems- High Quality Service

Goal 5: An Adaptable Organization

Adaptability is exceptionally important to expand. Attracting new constituents include understanding and being able to meet their needs, which may be quite different from the needs of current customers. An adaptable organization should be able to offer services that are desirable to potential new customers. During the process of relationship building, flexibility on the part of the division's staff may help to establish trust. By incorporating adaptability into the everyday operations of the division, a culture of flexibility is created.

Strategies:

- Make professional development a priority for IT staff.
- Be opportunistic and entrepreneurial.
- Periodically re-evaluate the division's focus.
- Implement and Comply with IT International Industry Standards such as ISO and ITIL.
- Centralization of AV and IT Resources.

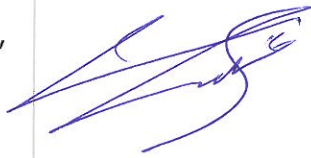
Alignment with UAEU Strategic Goals:

Goal 3: International Standard- International Reputation.

Goal 5: Effective Systems- High Quality Service.

4 Approvals:

The management signatures below indicate the acceptance of the IT strategy for the period of 2014 – 2016 and the agreement to all points included within this document. Changes may be made as necessary to reflect UAEU requirements and strategic direction. Upon the approval of this high level strategic plan document, each department of UITS will set the detailed relevant plans, goals and projects in each direction and forecast the resources and timeline. We acknowledge this document is baseline at this time and a signed change request form will support any subsequent variations.

Approver	Title	Signature	Date
Afraa Al Shamsi	Chief Information Officer, UITS		13/3/2014
Dr. Ali Al Noaimi	Vice Chancellor, UAE University		13/3/2014