



# THE UNIVERSITY OF THE WEST INDIES

## ICT RETREAT 2019 Summary Minutes



*“OneUWI IT team delivering excellent ICT services to enable the transformation of the UWI*

**Date:** 13-15 November 2019

**Location:** University Inn and Conference Centre, St Augustine

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## Overview

Embracing the theme "*OneUWI IT team delivering excellent ICT services to enable the transformation of the UWI*", the IT staff members from across the University gathered at the University Inn and Conference Centre, St Augustine for the annual ICT Retreat on November 13<sup>th</sup> – 15<sup>th</sup>, 2019. The Office of the University CIO in collaboration with the Campus CIOs and their teams, set out a comprehensive agenda with six (6) breakout sessions which were all focused on supporting the Triple-A strategic plan.

There were nearly 150 participants which included persons who joined sessions remotely. This was one of our largest Retreat and included the participation of key stakeholders such our colleagues from Planning, Library, Marketing and Communications, Registry, Bursary, Academia, Legal, APAD, Office of Online Learning and Management Audit (refer to Appendix 1 for list of participants). The Five Islands campus was also represented.

## Key Highlights

There were many highlights such as:

i. Powerhouse ICT Team

The focus on staff matters and motivation was central from the beginning as the CIOs recognized the powerhouse team of skilled, talented, committed and reliable cross-campus ICT staff. As expressed in the University CIOs opening remarks, *'We have a cadre of highly skilled, capable and experienced IT staff, ready to support the many and varied needs across the university. The staff continues to display excellence, innovation and diligence in their work to accomplish much with meagre resources.'*

The challenges experienced by the ICT staff were also highlighted. These challenges include severe staff shortages in critical areas; staff assignment aligned to business priorities and being stretched between university and campus priorities. It was also recognized that for the Administrative and Technical level staff at some campuses, were assigned responsibilities well beyond their grades and although attempts were made to resolve this, it still remained an issue.

The effort to address staff issues were highlighted. Such effort includes approval of IT Career Path (WIGUT); CIOs actively seeking to fill critical vacancies. In the area of training and development, recent funds from the Caribbean Development Bank (CDB) for training in Cybersecurity, cloud (AZURE) and Enterprise Architecture was mentioned. Additionally, a commitment was made to continue pursuing the ICT shared services operating model and further identifying areas in need of improvement that would ease some of the resource challenges being experienced.

Furthermore, each campus showed encouraging signs in the area of development, such as:

- Cave Hill - Deployment of Office 365 and transition to Ellucian Cloud;
- Mona - New Leadership with focus to review funding ICT and focus on digital transformation;
- St. Augustine -ICT Infrastructure at the South Campus; and
- Open Campus - Approval for Student Technology Fee.

The CIOs expressed commitment to the strategic objective of *AG4 - Fostering Creative Caring Accountable Motivated Professional (CAMP) team*.

- ii. The cliché is certainly true, ‘*No man is an island*’ and successful ICT solutions require deep collaboration with key stakeholders. Members of the University and Campus Marketing & Communications were part of the Web breakout session as they planned the redesigned of the university websites. The University and Campus Planning team are integral in the Business Intelligence (BI) initiative and this session was jointly facilitated the Planning and IT team. The Office of Online Learning participated in the E-learning breakout sessions.
- iii. The breakout groups were formed and focused on six (6) key areas:
  - i. Microsoft Office 365 and SharePoint;
  - ii. Business Intelligence
  - iii. Enterprise Architecture
  - iv. E-learning
  - v. Web
  - vi. CIO Caucus

Each breakout group had prepared detailed agendas, which included overlapping sessions with other breakout groups. The sessions were organized, and the expected outcomes were achieved. A summary of the breakout sessions and the key issues and activities agreed upon are provided in this report.

A recurring need that was identified during the Breakout sessions, was the need to develop policies in an urgent manner. The Business Intelligence group identified the need for Data Governance. Additionally, the E-Learning group identified a number of policies related issues to the shared Learning Management platform (Cross-campus Moodle).

- iv. *'Lightning Round'* was a new item on the agenda and presented the opportunity to showcase new and innovative initiatives at each campus. This session was informative and will be included in the Retreat agenda going forward.
- v. University ICT Steering Committee Chairperson, Principal and PVC Professor Brian Copeland thanked the team for their contribution. He confirmed the statements made earlier by the University CIO who explained that the '10 in 2' strategic initiative for ICT would be focused on enabling the improved efficiency and revenue generation of the UWI. He further stated that the other side of the 10% cut in expenditure did not apply to ICT given the severe fiscal constraints and negative impact being experienced in the ICT space.

## Breakout Sessions

Each breakout group presented a brief introduction in the plenary session on the first day. These presentations allowed for all participants to be aware of the progress that had been made over the year and the objective of the breakout session. This was a useful change to the agenda and allowed for participants to gain an understanding of the activities planned for each breakout session.

The objectives of each session were mostly achieved with commitment to complete the agreed deliverables in the upcoming period. A summary and key outcomes for each breakout group is outlined below.

### 1. Microsoft Office 365 and SharePoint

The group discussed the status of implementation at each campus and lessons learnt from Cave Hill's experience with the rollout of O365. Some of the important lessons learnt include managing scope creep; having a communication plan (because this is the key to getting buy-in), and ensuring that IT Service desk was involved. These factors can result in success if properly implemented.

Establishing a shared service governance framework in the AZURE cloud service platform was identified as a critical activity given that O365 services operate on a shared platform. Also, there were some critical governance matters that needed to be addressed before the rollout of other features of O365 and before the other campuses go live on this platform.

An assessment of the current use of SharePoint was conducted at each campus and discussions were held on the approach needed to address the Governance of SharePoint as a document repository for university/campus meetings.

Key Activities/Issues to be addressed:

- i. Develop Framework/Governance document for the Azure shared platform.
- ii. Develop SharePoint and One Drive governance document.
- iii. Establish Cross-Campus SharePoint Stakeholder Committee.
- iv. Develop supporting policies re: Cloud, Incident Management, etc.
- v. Develop project charter for formal implementation of university-wide SharePoint roll out

## **2. Business Intelligence**

The BI session was jointly facilitated by IT and Planning. The key points raised included:

- i. The need to improve on project communication and it was agreed to establish a SharePoint repository by Nov 2019.
- ii. The need to establish a shared Data Dictionary for the various BI platforms including those local to the campuses and the One UWI BI.
- iii. Data quality was a big issue being experienced at all campuses and directly impacted the Executive Dashboard. This activity was targeted for the 1<sup>st</sup> Quarter of 2020 and would include the following:
  - o Data impact assessment. Need to invite other stakeholders, Registry/Bursary;
  - o Get traction with data quality; and
  - o Improve confidence and awareness and address data quality and training component.
- iv. Work with Mona Team (IT/Planning/Registry) to deploy Microsoft Power BI at other campuses. In the discussion St Augustine expressed urgency to adopt this platform.
- v. Conduct data verification one month prior to university meetings. Design a business process with Campus Planning to achieve this.

Going forward, the development of data governance policy was identified as a critical area of focus. It was also agreed that greater emphasis must be placed on deepening the involvement of the Campus Planning teams in the implementation of BI solutions.

### 3. Enterprise Architecture

Reference was made to Enterprise Architecture (EA) covering four layers illustrated by the diagram below titled Figure 1:

In order to not be frustrated, it was recommended that EA should focus at the moment, on the Technology domain, with the activity being more aptly described as the 'Technology Roadmap'. There were too many issues in the other domains and outside the control of the IT group.

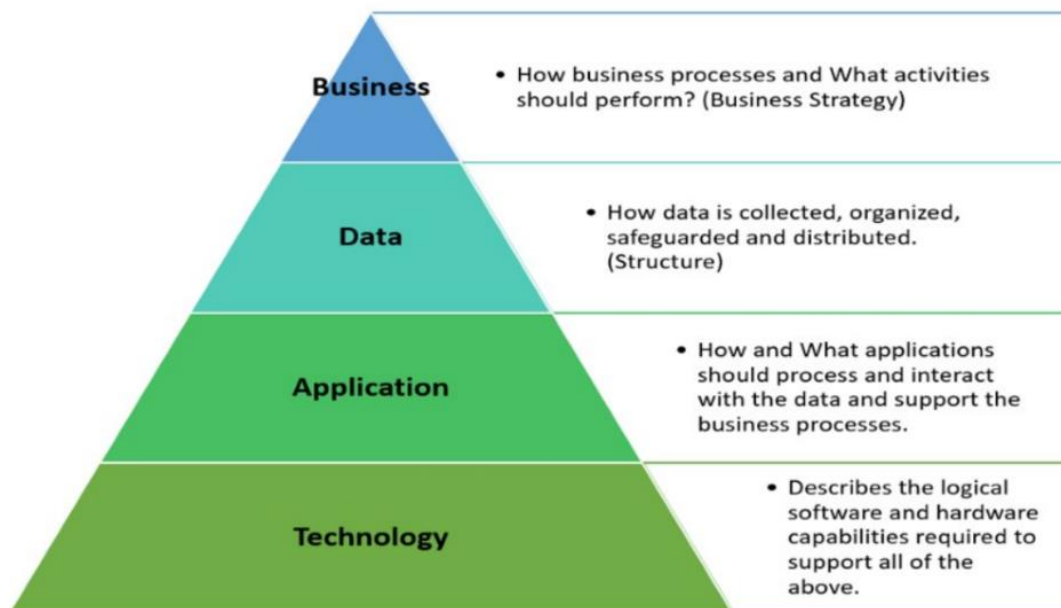


Figure 1. Enterprise Architecture (EA) four layers.

The main activity of the EA group was to conduct a review of EA at The UWI using the draft "One UWI To Be State Enterprise Architecture Vision" document as the basis. The EA discussion also included the infrastructure (mainly server) acquisition/refresh initiatives recently completed, currently planned, or underway, at the campuses as well as an overview of the draft Cloud Strategy document. It was also noted that Cloud Strategy did not apply to a single application and should be based on an institutional approach.

Additionally, instead of using “Cloud First” as the guiding strategic principle for the delivery of IT services, the EA group strongly recommended that the guiding principle should be “Business Process First”. The latter approach would mean careful analysis of factors such as, *inter alia*, workload, dependencies, and expected quality of service and deliverables, before the service delivery mode (on-premise, cloud, or hybrid) is determined. Only after careful analysis would the delivery mode be selected.

Key Activities/Issues to be addressed:

- i. Harmonize Microsoft Licences - which is required to enable full Microsoft Office 365 collaboration functionality. Presently there are two enterprise agreements with two different renewal dates. There needs to be a single enterprise agreement. Merging the two agreements will mean that the renewal dates must first be synchronised – a process which, according to Microsoft incurs a financial penalty. The CIO caucus, through the CIO Open Campus, had already committed to enter into discussions with Microsoft to merge both renewal dates without incurring a penalty.
- ii. TOGAF Training was scheduled for Nov. 26 – 28 and Dec 6, 2019;
- iii. Assess infrastructure – this will involve drafting an assessment instrument/questionnaire which would then be completed by each campus;
- iv. Develop a Security Architecture Model – to be led by the Security Group; and
- v. Identify Single Sign-on tool in Azure – to be done in conjunction with the O365 team.

#### 4. E-learning

The breakout group had diverse participants from members of the e-Learning Committee, Office of Online Learning (OOL), APAD and the Library.

There were questions about the permanency of the Cross-campus Moodle (CCM), but it was recognized that decisions have to be taken to move ahead with expanding the platform based on increasing demand for shared learning management platform that provides collaboration and integration of courses,

The e-Learning team was commended for their persistent efforts in supporting the CCM.

Key Activities/Issues to be addressed:



- i. Transition CCM to the cloud platform. Current capacity is 7,000 with foundation course having 4,000 users.
- ii. Establish closer relationship with the OOL which will begin with the inclusion of a representative from OOL on the e-Learning Committee. In the first instance, the committee will develop and implement relevant policies and procedures to govern the CCM. In addition to OOL, the committee also agreed to work closely with CETLs.
- iii. Create working group to review the current support structure for the CCM. Shared support for the CCM had to be addressed. In the meantime, the focus would be on ensuring that courses had Learning Support Specialist (LSS) assigned to provide first tier support. The e-Learning team was currently providing tier two support. Agreed to move the LSS in a communication group to support each other.
- iv. Blackboard Collaborate – agreed to examine feedback from faculty and end-users to evaluate BBC Ultra as the primary web-conferencing tool for UWI. This evaluation will include looking at alternative solutions such as, Zoom and Microsoft O365 for teaching and learning.
- v. Review e-Learning Committee governance document.

## 5. Web

The Web breakout session included the cross-campus technical web team and university and campus Marketing & Communication. The objective was to map the UWI Web Presence 3.0. The session was facilitated by VIRB Ltd.

A vision was defined:

*To deliver a web presence for the UWI that will engage the users on various devices with a consistent user experience, leading to lifelong relationships with the UWI.*

A review of the context for uwi.edu and campus websites was presented using analytics. Websites were redesigned in 2012 (uwi.edu) and 2014 (campus websites). The group designed wire frames and agreed on Implementation plan for academic year 2020 which would be shared with CIOs to take forward.

UWI.edu homepage: <https://virb.rocks/UWIedu.html>

Mona homepage: <https://virb.rocks/CampusHomePage.html>

Using the websites for competitive landscape. The group looked at content governance.

### Student Portal

Agreed to upgrade student portal to version 8 given that renewal of Unified student portal for three years had been negotiated. Marketing & Communication (M&C) at St Augustine demonstrated how they used the Student portal as the primary channel of communicating with the students.

There was lengthy discussion and the important points raised included:

- i. Programme database – Mona pulling from Banner – similar exercise for OC and University Registrar expressed that the project had his full support. He mentioned that he looked forward to the new website being presented to the EMT for approval. s my support.
- ii. Agile project management to speed up the delivery time for redesign of websites. Whatever can be made modular will be done.
- iii. Well done – Content management Faculty websites and focus on content. Faculties have a marketing responsibility.
- iv. Marketing and student portal.
- v. Analytics and use this to influence recruitment campaign. However web team can only provide this information but not responsible for content. Shelf life for analytics. Real-time response to analytics and how to tightly integrate web and Marketing & Communication.
- vi. Building the bridge between analytics ICT group and executives as the use of analytics to drive initiatives.
- vii. M&C recognized that leveraging analytics was needed. Training is an important element for capacity building in this area.
- viii. Chatbot technology was being investigating.

## **6. CIO Caucus**

This was the first time that the CIOs had a breakout session for themselves which was very useful and allowed the CIO team to have open and constructive discussion on major issues and propose resolution going forward.

Discussion were wide ranging. Key actions agreed are as follows:

- Foster Innovation to showcase towards pilot and implementation. Present Innovation to every other Academic Board and Committee of Deans
- Identify constraints that limit transition app to cloud – Cloud assessment exercise
- Investigate disaster recovery options to be investigated including cloud (private)
- Technology enabled T&L - student/staff in same tenant; investigate O365 and MS integration)
- Draft budget for digital transformation - Grant Funding
- Identify areas projectized using a different approach for TOM Shared Services; areas such as Service Desk, Web, E-learning

## Lightning Round

Lightning Round was a new feature added to the retreat, to provide each campus and individuals the opportunity to showcase innovative ideas in very brief presentations. Listed below is a brief description of each presentation.

- i. Open Campus
  - a. Mobile app integrated with Moodle
  - b. Analytics – Itelliboard – integrates with Power BI
  - c. CRM – login for students applying for programme within OC based on sites and tracking of application
- ii. OUCIO
  - a. Introduced ‘Good Bad and Ugly’ portfolio of projects (GBU project portfolio)
- iii. Cave Hill
  - a. Journey to Banner 9 on Ellucian Cloud
    - i. Biggest problem was getting cashier receipts to print but resolution
    - ii. Go live for Banner 9 Admin pages – big
    - iii. Self-service application date
  - b. O365
    - i. Teams big hit and meetings within teams
    - ii. SharePoint and transition for meeting repository
  - c. Multiroom Teaching using video conferencing  
Question on Teams and use for teaching
- iv. St Augustine
  - a. E-learning solution for automating the enrolment keys
  - b. Solution is
    - i. Secure integrated with Active directory
    - ii. Self-updating
    - iii. Time aware - only access to courses offered in that semester
    - iv. Instantaneous

- c. StA - Centralized licensing servers
  
- v. Mona
  - a. Technology enabled learning – augmented reality, gaming
  - b. Print service – managed print service provider. They had implemented a new set of control mechanisms to manage printing. Proxy card-based access to printing – send print job to printer. Establish quotas on users; Charge back to departments  
The result was that these measures scaled print fleet down by 20%  
Interesting situation at Mona – initially printing cost surged as the ability to meet printing demands were not met. This made it easier for management to agree with controls. Print fleet consolidation – single printer serving group of persons.
  - c. Multiple Choice marking – limited resources for marking. The plan was to transition to ADMAN – need exposure. Usually 200 exams including from StA, CH, St Vincent and colleges Unified way of getting this done

## Other Plenary Sessions

### ICT Career Path

The “Competency Framework for IT Professionals” was approved on June 6, 2019, by the Career Path Review Group (CPRG), seven years after the first version was tabled at the CPRG meeting. The efforts of the cross-campus ICT Career Path Working Group were acknowledged. The current job descriptions for ICT professionals is being reviewed. Participants were encouraged to engage and review the latest version of the ICT Career Path document. There was a repository for the ICT Career Path documents which was to be shared by CPWG representative for each campus. The link is below:

<https://sites.portal.uwi.edu/repositories/itcareerpath>

Username: CENTRE-PORTAL\itcprg\_user  
Password: !t}@rPa19\*

### Digital Transformation

Other plenary presentations include an update on the Digital Transformation Programme. The definition of digital transformation:

*Digital Transformation is Technology-enabled cultural and operational changes to facilitate more seamless multi-lateral collaboration and data exchange that would achieve greater economies of scale and scope as needed to sustain and enhance the regional value proposition of UWI*

The programme was being driven by the Vice Chancellor and Principals. The overall programme is led by the Vice Chancellor. The University Registrar was recently appointed as programme director. It was noted that this programme was initiated by the cross-campus IT group. The programme was the result from two previous consultancies funded by the Caribbean Development Bank, conducted by Procare Consulting. The federated implementation structure was explained. Procare Consulting were engaged to provide advisory services for the implementation.

## **UWI Global Online**

The Director of Office of Online Learning presented the UWI Global Online and explained the global online strategy that would present the online offerings of the UWI as a single unified institution.

## **External Partners**

### **Fujitsu**

Fujitsu presented on '*Cloud strategy - 10 in 2 with the Cloud*'. They explained that Cloud was important in doing digital transformation and critical to achieve a digitally transformed UWI. There was no such thing as a regional university – all universities were global and the institutions that the UWI was competing with were agile and had immediate response time. The UWI had world class education, people etc. but there was a need to digitally transform the way we engage with key stakeholders such as prospective students. The cloud provides opportunities to enable the university to be agile and flexible.

There are no options around cloud but the questions that should be asked are:

- What services are going on cloud?
- What is the mix of vendors?
- What Technology to put on the cloud?

Innovation was key but involved more than just planning but also executing. To achieve the OneUWI transformation conceptual model leveraging the cloud was fundamental. They made the point that using cloud, cost was likely to increase as the focus was on improving efficiency and enabling the flexibility, agility required for improved user experience and competitive advantage. There is no guarantee that the cost will go down with automation.

## Blackboard and Sybven

BlackBoard and Sybven hosted the ICT Retreat dinner on November 16<sup>th</sup>. Blackboard became a constant sponsor of the Retreats over years. The team presented a unified but independent solution for the UWI which included the Five Islands campus. They also presented the roadmap for Blackboard Collaborate and Blackboard Learning Management solution which was well received.

## Microsoft Partner – Professor Eliut Flores

Presentation titled *Modern Teaching and Learning* by Prof. Eliut Flores, PhD Professor Graduate School of Information Science and Technology, University of Puerto Rico-Río Piedras.

Prof Flores explained how he was using Microsoft Office 365 in teaching and learning. He pointed out that there was a need to rewire your brain to think digitally. Digitally thinking is needed for the faculties, staff and students alike - Think – Design – Execute Get the slide. Changing how we teach, learn and transition from Analog to Digital using MS Office 365:

- i. Online communication
- ii. Electronic document sharing
- iii. Teams as collaborative space
- iv. Online storage in SharePoint/teams
- v. Process automation with flow, powerapps

MS Office 365 was a secure learning collaboration platform to bring the world to students. Examples of features that he used in T&L:

- Stream to access to stream and this feature allow video editing
- Build quizzes, tests or surveys to react to video – with different channels with MS Teams functionality
- used Forms to generate survey, data collection – works on any device
- MS Teams can host up to 250 users. For live event, MS Teams allows up to 10,000 remote participants who can participate via chat and can designate up to 5 presenters
- Multi language in MS Teams and ppt – slideshow with translation then recorded as closed caption in Spanish as you record the video. In stream the student can see the transcript in Spanish.

After the session, a participant brought to our attention the Translator feature in Office 365:

Lectures and Presentations - Watch how a group of Chinese students used the Translator conversation feature to interact with a live, captioned, and translated presentation.

[https://youtu.be/5tZn\\_osINXw](https://youtu.be/5tZn_osINXw)

## Retreat Repository

Please note that all documents including presentations for plenary sessions are available at  
URL: <https://sites.portal.uwi.edu/meetings/ictretreat/>

Login using Mozilla Firefox or Google Chrome web browsers and select “*Windows*

*Authentication*” using the below credentials:

Username: CENTRE-PORTAL\ict\_retreat

Password: 34p)QMsz

## Appendix 1 – Participants

	<b>SURNAME</b>	<b>FIRST NAME</b>	<b>POSITION</b>	<b>CAMPUS / DEPT</b>	<b>13Nov</b>	<b>14Nov</b>	<b>15Nov</b>	<b>Remote</b>
1	AGUILLERA	Selwyn	Desktop Support Coordinator	Open Campus, CATS	Yes	Yes	Yes	
2	ALLEYNE-REGIS	Arlene	Librarian II	Open Campus Library, T&T	Yes			<b>REMOTE</b>
3	ALI	Ahmed	IT Officer	St. Augustine, The Alma Jordan Library	Yes	Yes	Yes	
4	ALLADIN	Nazir	Campus Chief Information Officer	St. Augustine, CITS	Yes	Yes	No	
5	AMARAKOON	Kushan	IT Manager	Mona, MITS	Yes	Yes	Yes	<b>REMOTE</b>
6	ANGLIN	Patrick	Snr. IT Officer	OUCIO, Vice Chancellery	Yes	Yes	Yes	
7	ANTOINE	Harold	Data Modeler/Analyst	Open Campus, CATS	Yes			
8	BAILEY	Javier	Programmer/Analyst	Vice Chancellery, OUCIO	Yes			<b>REMOTE</b>
9	BARNETT	Sandra		Cave Hill, Banner Unit	Yes			<b>REMOTE</b>
10	BARTH	Richard	Web Master	Open Campus	Yes	Yes	Yes	
11	BERKLEY	Melissa	Planning Officer	St. Augustine, COPIR	Yes	Yes	Yes	
12	BOWEN	Alimayu		Open Campus, APAD	Yes			<b>REMOTE</b>
13	BRATHWAITE	Darin	Database Administrator	Open Campus, CATS	Yes			
14	BROOME	Neil		Cave Hill	Yes			
15	BROWN	Damien	Information Technologist II	Mona, MITS	Yes			<b>REMOTE</b>
16	BULLOCK	Kerry	IT Officer - Web Developer	St. Augustine, CITS	Yes	Yes	Yes	
17	BURKE	Klinita	Webmaster	Cave Hill, Campus IT Services	Yes			<b>REMOTE</b>



	<b>SURNAME</b>	<b>FIRST NAME</b>	<b>POSITION</b>	<b>CAMPUS / DEPT</b>	<b>13Nov</b>	<b>14Nov</b>	<b>15Nov</b>	<b>Remote</b>
18	CARRINGTON	Troy		Cave Hill, Central Learning Resources	Yes			
19	CARTER-PAYNE	Gail		Cave Hill, CITS	Yes	Yes	Yes	
20	CHAMBERS	Leighton		Mona, Campus Registry	Yes	Yes	Yes	
21	CHEN	Tommy	Chief Information Officer (CIO)	Open Campus, CATS	Yes	Yes	Yes	
22	CHRISTOPHER	Allan	IT Officer, Systems Engineer	St. Augustine, CITS	Yes	Yes		
23	COBLEY	Pauline	Director	Office of Online Learning	Yes			
24	COLLINS	Brigitte	Univeristy CIO	Vice Chancellery, OUCIO	Yes	Yes	Yes	
25	CRAIG	Claire	Senior IT Officer - Enterprise Applications Support Manager	St. Augustine, CITS	Yes	Yes	Yes	
26	CUMBERBATC H	Alex		Cave Hill, Distance Education Centre	Yes			<b>REMOTE</b>
27	DALLY	Derval	Web Master	OUCIO, Vice Chancellery	Yes	Yes	Yes	
28	DEAN	Kayon	Programme Manager	Open Campus, APAD	Yes			<b>REMOTE</b>
29	DE GAZON	Bruce	ERP Systems and Security Administrator	Open Campus, CATS	Yes			
30	DHORAY	Daren	IT Officer - Web Master	St. Augustine, CITS	Yes	Yes	Yes	
31	DICKERSON	Karen	IT Officer	St. Augustine, SAS	Yes			
32	DOUGLAS	Elizabeth	Web Developer	Mona, MITS	Yes			<b>REMOTE</b>
33	DOWNIE	Omar	Infrastructure, Mona	Mona, MITS	Yes	Yes	Yes	
34	DUNCAN	Adrian	Contract Officer	St. Augustine, CITS	Yes			<b>REMOTE</b>
35	DUNCAN	Cheyenne		St. Augustine, FFA	Yes			

## ICT Retreat 2019

	<b>SURNAME</b>	<b>FIRST NAME</b>	<b>POSITION</b>	<b>CAMPUS / DEPT</b>	<b>13Nov</b>	<b>14Nov</b>	<b>15Nov</b>	<b>Remote</b>
36	DUNCAN	Jana	Learning Support Specialist	Open Campus, APAD	Yes			
37	DUNCAN	Leighton	Project Officer	Mona, Centre	Yes	Yes	Yes	
38	EDWARDS	Tracey		Cave Hill, Distance Education Centre	Yes			<b>REMOTE</b>
39	ESTWICK	Austral		Cave Hill, Campus IT Services	Yes			<b>REMOTE</b>
40	FINDLEY	Soshane	Information Technologist II		Yes			<b>REMOTE</b>
41	FRASER	Simon	Lecturer - Information Systems	DoMS, St. Augustine	Yes	Yes	Yes	
42	GAYLE	Chris-Ann	Service Desk Coordinator	MITs, Mona	Yes			<b>REMOTE</b>
43	GARCIA	Micah	Learning Support	Open Campus, APAD	Yes	Yes	Yes	
44	GASPARD-CHICKOREE	Keisha	Software Developer	Open Campus, CATS	Yes		Yes	
45	GASPARD-RICHARDS	Denise	Director Academic Programming and Delivery Division	Open Campus, APAD	Yes		Yes	<b>REMOTE</b>
46	GEORGE	Keneil	Software Developer	St. Augustine, CITS	Yes	Yes	Yes	
47	GOWANDAN	Noveck	IT Officer	St. Augustine, CITS	Yes			
48	GRAHAM	Andre	Etutor	Open Campus, APAD	Yes			<b>REMOTE</b>
49	GRANGER	Darren	IT Officer	St. Augustine, FST	Yes	Yes	Yes	<b>REMOTE</b>
50	GRANGER	Jo-Ann	Senior Librarian I	Open Campus Libraries and Information Services	Yes			
51	GRANT-FRASER	Elia	Production Manager	Open Campus, APAD	Yes	Yes		
52	HANIFF	Reiza	Security Specialist	Open Campus, CATS	Yes	Yes	Yes	
53	HENRY	Stephen	Service Desk Server Admin.	St. Augustine, CITS	Yes	Yes	Yes	

	<b>SURNAME</b>	<b>FIRST NAME</b>	<b>POSITION</b>	<b>CAMPUS / DEPT</b>	<b>13Nov</b>	<b>14Nov</b>	<b>15Nov</b>	<b>Remote</b>
54	HAGGINS	Roland		Open Campus, APAD	Yes			<b>REMOTE</b>
55	HINDS	Kumar		Cave Hill, Distance Education Centre	Yes			<b>REMOTE</b>
56	HINDS	Timothy	Contract Officer	St. Augustine, CITS	Yes	Yes	Yes	
57	HINDS	Tito	Web	Cave Hill, CITS	Yes	Yes	Yes	
58	HOLDER	Carla	Security Officer	Cave Hill, Campus IT Services	Yes			<b>REMOTE</b>
59	HOSEIN	Kohl	Web & User Interface Designer/Developer - Web Team	St. Augustine, CITS	Yes			
60	HURLEY	Clint	Technnical Services Manager	Cave Hill, CITS	Yes			<b>REMOTE</b>
61	INCE	Joseph	IT Officer	St. Augustine, CITS	Yes	Yes	Yes	
62	INNISS	Keith	CIO	Cave Hill, CITS	Yes	Yes	Yes	
63	ISAAC	Deborah	Senior Audit Manager	St. Augustine, Management Audit	Yes	Yes	Yes	
64	ISAAC	KevIn	Web & User Interface Designer/Developer - Web Team	St. Augustine, CITS	Yes		Yes	
65	JACKSON	Kemar	Information Technologist II	OUCIO, Vice Chancellery	Yes			<b>REMOTE</b>
66	JAMES	Locksley	Snr Information Tech. Officer	OUCIO, Vice Chancellery	Yes	Yes	Yes	
67	JONES	Tischanna	Administrative Assistant	Open Campus, APAD	Yes	Yes	Yes	
68	JORDAN	Barry	IT Officer	Cave Hill, Campus IT Services	Yes		Yes	<b>REMOTE</b>
69	JORDAN	Keyon	Technical Assistant I	Open Campus, CATS	Yes			<b>REMOTE</b>
70	JOSEPH	Patrick	IT Officer	St. Augustine, FHE	Yes	Yes		

	<b>SURNAME</b>	<b>FIRST NAME</b>	<b>POSITION</b>	<b>CAMPUS / DEPT</b>	<b>13Nov</b>	<b>14Nov</b>	<b>15Nov</b>	<b>Remote</b>
71	JULIEN	Carlos	Systems Engineer	St. Augustine, CITS	Yes		Yes	
72	KARIM	Ameer	Support Analyst - e-learning Systems Support	St. Augustine, CITS	Yes	Yes	Yes	
73	KASSIM	Halima		St. Augustine, Planning	Yes	Yes	Yes	
74	KELLMAN	Adrian		Cave Hill, Distance Education Centre	Yes			<b>REMOTE</b>
75	KERR- CAMPBELL	Maureen	Librarian	Library-Systems Development	Yes			<b>REMOTE</b>
76	KILDARE	Duane	IT Officer	Vice Chancellery, OUCIO	Yes			
77	KING	Deborah		Cave Hill, Campus IT Services	Yes			<b>REMOTE</b>
78	KISSOON	Geeta	Instructor, ICT Trainer	St. Augustine, CITS	Yes	Yes		
79	KNIGHTS	Jevon	IT Officer	St. Augustine, The Bursary	Yes	Yes	Yes	
80	LA CAILLE	Jean-Pierre	IT Officer	St. Augustine, Office of the Campus Registrar	Yes	Yes	Yes	
81	LACKAN	Sunil		Open Campus,ERP	Yes			
82	LEITCH	Laurie	IT Officer	Mona, MITS	Yes	Yes	Yes	
83	LEITCH	Nigel	IT Officer	Vice Chancellery, OUCIO	Yes	Yes	Yes	
84	LEQUAY	Karen	Campus Librarian	Open Campus	Yes		Yes	
85	LEWIS	Derrick	St Augustine, CITS	St. Augustine, CITS	Yes			
86	LOVELACE	Jennifer	Senior Programme Officer	Vice Chancellery, OUCIO	Yes			
87	LOWE	Terrence		Cave Hill, Learning Resource Centre-EMS	Yes			<b>REMOTE</b>
88	LYNE FATT	Yannick	Information Tech. Officer II	Mona, MITS	Yes			<b>REMOTE</b>

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89	MAHARAJ	Shauntelle	Technical Assistant I	Open Campus, CATS	Yes			<b>REMOTE</b>
90	MARTIN	Kaydian	Director	Mona, MARCOMM	Yes	Yes	Yes	
91	MC COLLIN	Julian	Systems Engineer	Cave Hill, CITS	Yes	Yes	Yes	
92	MC GREGOR	Elizabeth	Senior Audit Manager	Vice Chancellery, Management Audit	Yes			<b>REMOTE</b>
93	MEGGOE-EBANKS	Cynthia	E-learning	Mona, Centre	Yes	Yes	Yes	
94	MERRITT BERNARD	Adele	Librarian III	O.C. Libraries and Information Services, Mona	Yes			
95	MOHAMMED	John	PC Network Support Technician	St. Augustine, The Bursary	Yes			
96	MONGROO	Jason	Associate Professional	Open Campus, CATS	Yes	Yes	Yes	
97	MORRIS	Joshu	Technical Assistant	St. Augustine, FFA	Yes			
98	MUIR	Christopher	Snr IT Officer I	Mona, MITS	Yes			<b>REMOTE</b>
99	ORCUTT	Janice	ODL Instructional Coordinator	Open Campus, APAD	Yes			<b>REMOTE</b>
100	PANDOHIE	Randyll	Enterprise Apps Team Lead	Open Campus, CATS	Yes	Yes	Yes	
101	PILGRIM	Lora		Office of Online Learning	Yes			<b>REMOTE</b>
102	PREMCHAND-MOHAMMED	Sharon	Librarian	St. Augustine, The Alma Jordan Library	Yes	Yes	Yes	
103	RAGHUNANAN	Marlon	Senior IT Officer, Technical Services Manager	St. Augustine, CITS	Yes	Yes	Yes	
104	RAJCOOMAR-PANCHOO	Verena	Technical Assistant Service Desk	Open Campus, CATS	Yes	Yes	Yes	
105	RAMGANESH	Lorenzo	Technical Assistant I	Open Campus	Yes			<b>REMOTE</b>
106	RAMHARRY	Reeve	Systems Engineer	Open Campus, CATS	Yes	Yes	Yes	

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107	RAMNANAN	Anil	LMS Administrator	Open Campus, CATS	Yes	Yes	Yes	
108	RAMPERSAD	Nishan	Computer Information Systems Auditor - Sharepoint Auditor	St. Augustine, CITS	Yes	Yes	Yes	
109	RAMSOOBHAG	Kevin	Learning Support Supervisor	Open Campus, APAD	Yes	Yes	Yes	
110	REID	Michele	IT Officer	Cave Hill, CITS	Yes			
111	RICHARDS	Chrystal		St. Augustine, Faculty of Food and Agriculture	Yes			<b>REMOTE</b>
112	RODNEY	Walter	Snr. IT Officer - Infrastructure	Mona, MITS	Yes	Yes	Yes	
113	SADDLER	Audrey	Librarian II	Mona, Library-Systems Development	Yes			<b>REMOTE</b>
114	SANATHAN	Navin	Instructor, ICT Trainer	St. Augustine, CITS	Yes		Yes	
115	SANDY	Kevin	Network Systems Administrator	St. Augustine, FFA	Yes			
116	SEALE	Jevon		Cave Hill, CITS	Yes			<b>REMOTE</b>
117	SEGOBIN	Naresh	Network Systems Administrator	St. Augustine, Computing and IT	Yes	Yes	Yes	<b>REMOTE</b>
118	SHAH	Chanelle	Instructor, ICT Trainer	St. Augustine, CITS	Yes	Yes	Yes	
119	SHAW	Rohan	Web	Mona, MITS	Yes	Yes	Yes	
120	SINCLAIR	Elizabeth	Instructional Development Cor.	Open Campus, APAD	Yes			<b>REMOTE</b>
121	SINGH	Rajendra	IT Officer	St. Augustine, CITS	Yes			
122	SINGH	Reanti	Head of Department	St. Augustine, COPIR	Yes	Yes	Yes	
123	SMALL	Omar	Faculty Development Facilitator	Cave Hill, CETL	Yes	Yes	Yes	<b>REMOTE</b>

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124	SMITH	Karen		Cave Hill, CITS	Yes			<b>REMOTE</b>
125	SMITH	Howard	Systems Engineer	Open Campus, CATS	Yes			<b>REMOTE</b>
126	SMITH	Maurice	University Registrar	Mona, Centre	Yes		Yes	<b>REMOTE</b>
127	SOBERS	Adrian		Cave Hill, CITS	Yes			<b>REMOTE</b>
128	SOODEEN	Frank	Campus Librarian	St. Augustine, The Alma Jordan Library	Yes			<b>REMOTE</b>
129	STATIA-MONTICEUX	Marlyn	Service Desk Supervisor	St. Augustine, CITS	Yes			
130	STEWART	Celia	Etutor	Open Campus, APAD	Yes			<b>REMOTE</b>
131	SUTHERLAND	Ian	Manager Applications	Mona, MITS	Yes	Yes	Yes	
132	SWABY-FRASER	Renee	Learning Support Specialist	Open Campus, APAD	Yes			<b>REMOTE</b>
133	THOMAS	Christopher	Web & User Interface Designer/Developer	St. Augustine, CITS	Yes		Yes	
134	THOMPSON	Andre	IT Officer - Systems Engineer	St. Augustine, CITS	Yes			
135	THOMPSON	Derrick	Manager, User Support Services	Open Campus, CATS	Yes			<b>REMOTE</b>
136	TONGE	Kwasi		Antigua	Yes			<b>REMOTE</b>
137	WATSON	Wellesley	Information Technologist I	Mona, MITS	Yes			<b>REMOTE</b>
138	WELLINGTON - JOHN	Paula	IT Officer	St. Augustine, Faculty of Engineering	Yes	Yes	Yes	
139	WELSH	Nicole	Instructional Development Coordinator	Open Campus, APAD	Yes			<b>REMOTE</b>
140	WHYTE	Jeremy	CIO	Mona, MITS	Yes	Yes	Yes	<b>REMOTE</b>
141	WHYTE	Soyinett		Open Campus, APAD	Yes			

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142	WILLIAMS	Arthur	Systems Analyst	Cave Hill, CITS	Yes	Yes	Yes	<b>REMOTE</b>
143	WILLIAMS	Florence	Instructional Development Coordinator	Open Campus, APAD	Yes			<b>REMOTE</b>
144	WILSON	Keren	Planning Officer	St. Augustine, COPIR	Yes	Yes	Yes	
145	WILSON	Kirk	Senior Computer Technologist 2	MITs, Mona	Yes			<b>REMOTE</b>
146	WREN	Abigail	Contract Officer - E-learning Specialist	St. Augustine, CITS	Yes	Yes	Yes	
147	YARDE	Roland	DBA	Cave Hill, Campus IT Services	Yes			
<b>Fujitsu Team</b>								
148	JANURATH	Ria	Engagement Manager	Fujitsu ICL	Yes			
149	POUCHET	Britt	Client Executive	Fujitsu ICL	Yes			
150	BRANCHE	Nnero	Head of Hybrid IT	Fujitsu ICL	Yes			
151	VITAMCHANDAM	Amit		Fujitsu ICL	Yes			
152	BEST	Carlos	Digital Specialist	Fujitsu ICL	Yes			



## Appendix 2 – Agenda

ICT Retreat 2019 Agenda  
13<sup>th</sup> – 15<sup>th</sup> November 2019  
at the University Inn & Conference Centre, St Augustine

*Vision: To be a OneUWI IT team delivering excellent ICT services to enable the transformation of the UWI*

Day 1 – Wednesday 13 <sup>th</sup> November 2019		
TIME	SESSION	PRESENTER
9:00 – 9:30	<b>Plenary Sessions:</b> <b>Welcome</b>	Campus CIO, St Augustine University CIO
9:30 – 10:30	<b>Introduction and Vision</b> Brief Introductory Presentation by each Breakout group (10 mins each) <ul style="list-style-type: none"> <li>- Microsoft Office 365</li> <li>- Business Intelligence</li> <li>- Enterprise Architecture – Infrastructure</li> <li>- E-learning</li> <li>- Web</li> <li>- CIO Caucus</li> <li>- ICT Career Path</li> <li>- Five Islands Introduction</li> </ul>	
<del>10:30 – 10:45</del>	<del>Break</del>	
10:45 – 12:00	Brief Introductory Presentation by each Breakout discussion (cont'd)	
12:00 – 1:00	Cloud Presentation	Fujitsu Caribbean
<b>1:00 – 2:00</b>	<b>Lunch</b>	
2:00 – 5:00	<i>Each group convene to Breakout Sessions</i>	
Day 2 – Thursday 14 <sup>th</sup> November 2019		
TIME	SESSION	PRESENTER/SPONSOR
9:00 – 9:30	<b>Lightening round</b>	<b>Cave Hill; Open; Mona, St Augustine</b>
9:30 – 10:30	Breakout Sessions (cont'd)	
<del>10:30 – 10:45</del>	<del>Break</del>	
10:45 – 1:00	Breakout sessions (cont'd)	
<b>1:00 – 2:00</b>	<b>Lunch</b>	
2:00 – 5:00	Breakout sessions (cont'd)	
<b>6:00</b>	<b>Presentation and Dinner with team</b>	Blackboard Collaborate

**Day 3 – Friday 15<sup>th</sup> November 2019**

<b>TIME</b>	<b>SESSION</b>	<b>PRESENTER/SPONSOR</b>
	<b><i>Plenary Sessions: Presentation from Groups continued</i></b>	
9:00 – 9:30	Digital Transformation – presentation	
9:30 – 9:45	UWI Global Online – presentation	Director, Office of Online Learning
9:45 – 10:45	Microsoft O365	
<b>10:45 – 11:00</b>	<b>Break</b>	
11:00– 12:00	Business Intelligence	
12:00 – 1:00	Enterprise Architecture – Infrastructure	
<b>1:00 – 2:00</b>	<b>Lunch</b>	
2:00 – 3:00	E-learning	
3:00 – 4:00	Web	
4:00 – 5:00	CIO Caucus	