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FINANCIAL

Single Virtual University Space (SVUS) Initiatives

Efforts to engage external partners with a view to accelerate the implementation of the SVUS continued to be an area of high priority. The Office of the University Chief Information Officer (OUCIO) in collaboration with the University Programme Coordinator and Campus CIOs continued these initiatives in the period under review. The team finalised and selected ProCare Consultant to execute the Caribbean Development Bank (CDB) grant of US$140,000 which was awarded in 2013-2014 to prepare an implementation framework to ensure that the SVUS was sustainable and cost effective. The scope of the exercise includes reviewing the financial models for intercampus transactions and identifying the requirements for seamless integrated UWI environment to support the SVUS.

At the ICT Steering Committee meeting held on October 2, 2015, the Huawei proposal was presented, which outlined a comprehensive solution for the SVUS as a coordinating platform with a phased approach

starting with a proof of concept, an assessment that would be conducted at no cost along with a Memorandum of Understanding (MOU) for this engagement. Following the Committee's agreement, a MOU was signed between Huawei and The UWI on November 19, 2015 during the Huawei Education Summit in Cancun, Mexico. The MOU commits Huawei to undertake the following at no cost to The UWI:

- A detailed assessment of The UWI in order to present a final technically sound solution proposal and all relevant product and services including design details;

Prof. Dale Webber, Pro-Vice Chancellor, Graduate Studies and Research signing MOU with Huawei to propose a comprehensive solution for the Single Virtual University Space (SVUS) as a coordinating platform.

- Provision of financing options directly or indirectly for the SVUS project (subject to the supplier's own terms and conditions);
- Provision of high level delivery timelines for Proof of Concept.

The assessment was conducted and a proposal was submitted in June 2016. However, there were concerns about the significant change in the revised proposal's scope which remained unresolved after several rounds of discussion.

EMPLOYEE ENGAGEMENT AND DEVELOPMENT

ICT Cross-Campus Retreat 2015

The ICT Retreat 2015 was convened under the theme *"Working Together to Achieve ICT Service Excellence for the One UWI Vision".* The retreat brought together over 40 representatives from cross-campus ICT teams for three days of intense, productive and engaging sessions across five main areas:

1. Web
2. e-Learning

3. Enterprise Identity Management (EIdM)
4. Data Network Considerations
5. CIO/ICT Governance facilitated by Fujitsu

It was recognised that the proposed solutions will involve more than technology. In several areas, harmonising of business processes will allow for simplified technical solutions. For too long, the focus has been on developing solutions for cross-campus initiatives that have to be tailored to fit different processes for the same outcome, which in turn resulted in significant delays and more effort. In some cases,

the projects have stalled until a feasible solution can be developed. One example is the integration of the Enterprise IdM with Moodle across the University. In going forward, these gaps will have to be addressed in order to fast track the "One UWI" vision.

The Vice-Chancellor gave some valuable insights on the "One UWI" vision in his address to attendees. The retreat included a breakout session on ICT Governance which was facilitated by John Slaytor, Head of Sales and Business Development, Fujitsu Caribbean, Central America and Mexico. Review of the Operating Model

was also discussed. There were kick-off sessions related to the SVUS such as Fujitsu's RunMyProcess solution for an integrated Moodle and Banner Student platform, and Huawei's preliminary phase of the comprehensive SVUS solution. DELL and Digicel sponsored evening events and gave presentations and held meetings on potential opportunities.

The major challenges were financial constraints and the competitive educational landscape, signalling an urgent need for operational efficiency and radical transformation of The UWI. There was gratitude for work achieved in spite of these challenges and the hope that looking ahead, there would be greater productivity, if challenges are addressed. It is hoped that this will be the case given the critical role of ICT in enabling the "One UWI" vision.

INTERNAL OPERATIONAL PROCESSES
One UWI Programme of Activities
The OUCIO led the following cross-campus initiatives under the "One UWI" programme of activities:

Review of ICT Operating Model and Shared Services
The main challenge this year was the usual increasing demand and lack of resources. The engagement of the Fujitsu team was the major response of the cross-campus ICT team to this challenge. This was a continuation of the discussions held at the ICT Retreat in November 2015. Fujitsu was engaged to conduct the IT Operating Models and Shared Services Review.

Participants at the ICT Retreat 2015 held at the UWI Regional Headquarters.

The Fujitsu team met with CIOs in March 2016, then conducted extensive interviews with wide cross-section of key stakeholders to review the current state of ICT operations. The findings and recommendations were presented by Mr John Slaytor, Head of Sales & Business Development, Fujitsu Caribbean, Central America and Mexico. The presentation included a proposed One UWI ICT Operating Model which identified services to be delivered enterprise-wide whilst retaining a local interface for students, faculty and staff. Presentations were made to the ICT Steering Committee in May 2016 and to the Executive Management Retreat in June 2016. There was general agreement and support for the proposed model and progressing to the next stage.

Ellucian (Banner) Assessment Workshop

Ellucian was engaged to conduct an assessment exercise and determine the requirements to move to a single instance for Banner Students and Finance. Ellucian conducted interviews with representatives from the Registry, Bursary, Faculty, Library and Students in April 2016. The first draft of the report from the Ellucian (Banner) Assessment workshop was tabled for noting at the May 2016 meeting of the University ICT Steering Committee. The report identified four separate instances of Banner Students and six separate instances of Banner Finance in production across the University, and highlighted observations in some areas that were beyond technology and required additional consultancy to enable a successful technical implementation. The findings and recommendations of the report were

structured along five different areas: IT Architecture, Security and Access, Business Processes, Data and Reporting and Training and Support.

Further consultation took place with Ellucian and an updated report was submitted to the team in July 2016. Discussions continued with Ellucian in an attempt to review the costing of the first phase.

Vice-Chancellor Email to all staff

In March 2016, a technical solution to allow the Vice-Chancellor to send email to all staff was developed, tested and ready for production. The cross-campus Marketing and Communication team was engaged to define templates and identify procedures and protocols to send these emails.

TEACHING, LEARNING AND STUDENT DEVELOPMENT
SVUS Pilots Expansion

The OUCIO continued to work closely with the University Programme Coordinator of the SVUS and campus ICT departments to support the technical enhancements initiatives for the SVUS pilot projects. During the period the following were accomplished:

1. School of Education: Provision of monitoring and feedback to ensure continuous improvement of the programme and to facilitate increased access to the Mona Campus' Postgraduate Education programme.

2. Planning for the UWICIIT BSc Software Engineering programme, which involved coordinating cross-campus technical support teams and facilitating the use of technology to enable cross-campus teaching delivery between the Mona and Cave Hill campuses. This included convened meetings with the technical team and academic coordinators. We made strong recommendations and were involved in preparing contingency plans as it was recognised before the start of the academic year that the ideal situation was not going to be in place for the new cohort of students. Involvement in this project included monitoring the progress of programme (almost daily) to identify and implement technology to fill gaps.

3. Caribbean Civiliation Foundation Course: Coordination of cross-campus technical support teams to support cross-campus course delivery. This included participating in the Technical Advisory team. A meeting was convened with the course coordinator and cross-campus technical team to address technical requirements to ensure that content updates could be replicated across Moodle instances for this course. Arrangements were in place for synchronous teaching, however, timetable scheduling issues were among the factors that led to the decision to use another platform. However, the team continued to support (as much as possible) the use of technology to enable cross-campus course delivery including arranging training for students in the selected platform—Blackboard Collaborate.

Office of the University Chief Information Officer

RESEARCH AND INNOVATION
Thesis Tracker System
The Office of the University CIO in collaboration with Graduate Studies and Research developed and launched the Graduate Studies Thesis Tracker system in June 2016, which was designed to:

- Streamline process flow;
- Improve communication with students;
- Enhance information flow;
- Provide ease of submitting examiner's report; and
- Provide ease in tracking the status of the thesis examination.

Graduate Studies Thesis Tracker sensitizing sessions at Research Day 2016 on the Mona campus.

OUTREACH
Strengthening Strategic Partnerships
The University Chief Information Officer (UCIO) was one of the keynote speakers at the Ellucian Live 2016 conference in Denver Colorado, April 18-20, 2016. The conference hosted over 8,000 participants from 2,400 higher education institutions around the world. The UCIO spoke about the implementation of the SVUS programme that would seamlessly integrate the collective strengths and resources of the four UWI campuses. The conversation included a discussion around the challenges experienced in the path to a connected and seamlessly accessible university.

The UCIO and Susan Anderson, Director of Services Brazil & English Speaking Caribbean, presented on '*Using Ellucian Solutions to unify The University of the West Indies.*'

A meeting was also held with Ellucian's senior executives as a follow-up from the one instance of the Banner assessment exercise. Out of these engagements, The UWI has been assigned as an Ellucian Executive Sponsor, and leverages The UWI's advantage to revitalise and unify the Banner platform. There are only two customers who have been assigned Executive sponsors in the Latin American and Caribbean region.

The UCIO was invited as one of four participating CIOs, representing the Latin American and Caribbean (LAC) region at the Ellucian Global Kick-off event on January 14, 2016 in Baltimore. This event had over 200 Ellucian employees from Sales and Services in six company hub locations and 100 in home offices for total of over 300 participants. The Global Hub locations included Pennsylvania, Florida, Virginia, and Texas, in the US, as well as the UK and Australia. It was an opportunity for the Ellucian team to glean insights about the unique LAC region, and what was important to the region; including enabling their sales team to get a customer perspective on the benefits of partnering with Ellucian, and to receive feedback (good and bad) on the client-vendor interaction.

UWI representatives attended the South America and Caribbean User Conference (SACUG) in Cartagena Colombia, October 13-15, 2015. The UCIO delivered a presentation titled the *"Single Virtual University Space at The UWI"*, using the SVUS as an example for breaking the iron triangle (improving access, reducing cost and increasing quality—which was the theme of the conference). The UWI Open Campus' implementation of Banner Student was a step in standardising the platform across the University which is fundamental for the SVUS.

The University Chief Information Officer (UCIO) giving her keynote presentation on "The implementation of the SVUS program to seamlessly integrate the collective strengths and resources of the four UWI campuses" at Ellucian Live 2016 Conference in Denver Colorado.
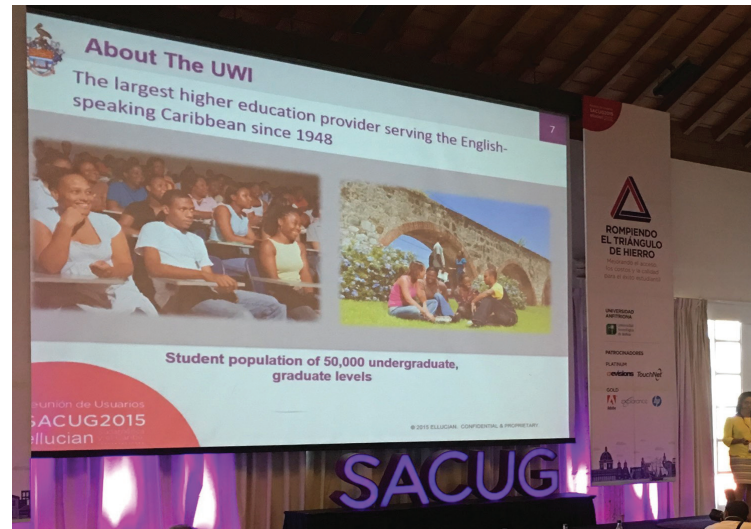
The UCIO presenting on "Single Virtual University Space at the UWI" at the South America and Caribbean User Conference (SACUG) in Cartagena Colombia in October 2015.