

---

# Information & Technology Digital Strategy

Date: 25-Jan-2022

Version 1.6

CLASSIFICATION: RESTRICTED

## **DISCLAIMER**

This document contains information from UAE University that is confidential and privileged. The information is intended for the private use of UAEU. By accepting this document, you agree to keep the contents in confidence and not copy, disclose, or distribute this without written request to and written confirmation from UAEU. If you are not the intended recipient, be aware that any disclosure, copying, or distribution of the contents of this document is prohibited.

## Table of Contents

<b>1</b>	<b>Executive Summary .....</b>	<b>4</b>
<b>2</b>	<b>DoIT Vision/Mission/Goals .....</b>	<b>5</b>
<b>3</b>	<b>Information &amp; Technology Digital Strategic Initiatives .....</b>	<b>6</b>
<b>4</b>	<b>Critical Success Factors.....</b>	<b>8</b>

# 1 Executive Summary

Digital transformation has become more important to the success of higher education in the past two years and is expected to become even more so in the coming years. Like the rest of the world, we found ourselves faced with something that none of us anticipated. COVID-19 has pushed us all to become more agile, more collaborative, and more focused. Digital transformation is more than just migrating paper-based systems to electronic systems. It is more than adopting technologies to perform business operations faster and more efficiently. A digital technology enables new educational and operating models and transforms the university's business model and strategic directions.

The UAEU can survive and maintain competitive edge not only by modifying our current value proposition, but also by exploring new ways of how we can create value for our students. This document sets out the strategy for optimizing digital capacity and IT capabilities over the next five years.

The UAEU primarily focused on operational efficiency and needs to become more student-centric to keep up with this changing educational environment and to remain relevant for our students. Students and researchers expect faster responses, more self-service options, and more personalized products and services. Thus, we will revamp and roll out operating model that ensures effective collaboration between business and IT and implement technologies that simplifies and automates routine tasks.

The key for a successful strategy will be to focus completely on the needs of our students and researchers. As a result, we can reduce student retention costs, as well as better utilize existing and new opportunities and become more cost-effective. The IT strategy focuses on fulfilment of UAEU's business capabilities. Within this strategy, we will therefore, concentrate the efforts on IT strategy to achieve below 6 UAEU's strategic goals:

1. Prepare students to be distinguished in their areas of specialization, leaders and productive members of society.
2. Develop research capacity and innovation in areas of national and global importance.
3. Expand international accreditation for the university and its academic programs and promote the university's global reputation.
4. Promote the University's role in the transfer of knowledge and skills to serve the society.
5. Ensure high quality, efficient and transparent administrative services.
6. Entrench a culture of innovation in institutional work environment.

## 2 DoIT Vision/Mission/Goals

### Vision

Becoming a strategic partner leading innovation in digital education, research, and administration at the University of the Future

### Mission

Empowering our stakeholders with seamless digital experiences, innovative technology services and accurate data insights

#	Goals
1	<b>Infrastructure &amp; Digital Processes</b> Create trusted and agile systems that enable UAEU to embrace digital ways of doing business
2	<b>Education &amp; Research Technology</b> Implement a contemporary teaching and learning technology services that foster innovation & collaboration environment
3	<b>Agile Operating Model &amp; Governance</b> Prove high level of support & services
4	<b>Smart Campus &amp; Emerging Technology Solutions</b> Supporting digital learning space & connected campus to align with UAE Government Digital Agenda
5	<b>Cyber Security</b> This domain aims to build a secure cyberspace by establishing controls to protect the confidentiality, credibility, availability and privacy of data.

## 3 Information Technology & Digital Strategic Initiatives

To achieve key Information and Technology Digital strategic initiatives, we have identified and designed IT roadmap considering the UAEU's IT strategy requirements.

Initiative	Description	DoIT Goal Alignment
<b>S1 - Implement Target Operating Model</b>	Implement the proposed IT target-sourcing model, organization structure, governance structure and target capabilities to lay a solid foundation for IT's future growth.	Goal#3 - Agile Operating Model & Governance
<b>S2 - Implement New Systems</b>	Select, source and implement the necessary systems identified to achieve (i) customer centricity and improved business relationships (CRM) (ii) seamless integration with business functions while improving operational efficiency and transparency (ERP) (iii) better facilitation of student services (research management, library management, room booking) (iv) enterprise-level excellence and optimization of processes (GRC, BPM tools).	Goal#1 & 2
<b>S3 - Upgrade &amp; Enhance Current Systems</b>	Conduct refurbishment of existing core applications (learning management, academic advising, knowledge sharing, timetable / schedule management, document management and desktop services) and conduct necessary improvements, to ensure fitment to the core business processes and comprehensive overhaul of key pain points from stakeholders.	Goal#1 & 2
<b>S4 - Implement Data Analytics &amp; Reporting Capabilities</b>	Develop the data analytics capabilities to convert UAEU into a data-driven organization. This includes (i) defining the data strategy, data governance, data management and data catalog (ii) develop the capabilities necessary to incorporate an enterprise data warehouse and build necessary reporting capabilities (iii) develop self-service reporting and conduct comprehensive user training with business (iv) ideate potential use cases for advanced analytics at UAEU.	Goal#2 & 3
<b>S5 - Implement Omni-Channel Experience</b>	Conduct a holistic implementation of an Omni-channel experience for UAEU users, allowing all customer segments to avail their respective services in an enriched digital experience, including (i) revamp of the website and smart app, establishing them as primary service channels and (ii) plan and execute a service delivery automation strategy in alignment with the UAEU's target service catalogue.	Goal#1 & 3
<b>S6 - Develop &amp; Implement Infrastructure &amp; Cloud Strategy</b>	Develop and implement target infrastructure and cloud strategy in line with the applicable regulations of the federal government of UAE, with an objective to provide a robust foundation for cloud-based computing at the UAEU and optimize the existing infrastructure.	Goal#1 & 3
<b>S7 - Implement Enterprise Architecture</b>	Establish UAEU's target enterprise architecture in alignment with the target application landscape to provide a holistic framework that optimizes UAEU's methods and competencies to deliver value to its customers and internal users based on the identified business capabilities.	Goal#1 & 3

<p><b>S8 - Smart Classroom, Campus &amp; Emerging Technology Solutions</b></p>	<p>Implement 'smart classrooms' for students to attend classes remotely, participate in classroom collaboration, gauge their engagement and interact with faculty through technology-enabled classrooms and digital platforms. In addition, develop the capabilities required for a 'digital-UAEU', by providing users the ability to work from a distance and digitally enabling the growth of the university, through the implementation of fundamental systems and by leveraging key emerging technology solutions.</p>	<p>Goal#1 &amp; 4</p>
<p><b>S9 - Enhance Cyber Security</b></p>	<p>Enhancing the current cyber security capability at UAEU, in order to strengthen the security of UAEU's cyber assets and reduce corresponding risk levels, through the implementation of cybersecurity frameworks, tools, and continuous user training.</p>	<p>Goal#5</p>
<p><b>S10 - Digital Government</b></p>	<p>Optimize and digitalize the UAEU's process and ensure the design and implementation of digital capacities are align with the UAE's strategic digital government vision.</p>	<p>Goal#1, 3 &amp; 4</p>
<p><b>S11 - Upgrade &amp; Enhance IT Infrastructure</b></p>	<p>Install, test and maintain the technology infrastructure across UAEU including networking, servers, storage, databases, main and DR data centers. Ensure that the current IT infrastructure is collaborative and robust enough to support teaching, learning, research and enterprise collaboration tools among others to maintain business continuity.</p>	<p>Goal#1, 2 &amp; 4</p>

## 4 Critical Success Factors

Success Factor	Description
<b>Make Digital Transformation a priority at the highest level of university leadership</b>	Senior leadership must believe Digital Transformation is necessary and achievable. Leaders must empower employees at every level and give employee the ability & resources to bypass length institutional processes to make rapid decisions adopting a new technology or transforming process.
<b>Align policies/procedures with Digital transformation goals</b>	University policies and business processes are the main obstacle to do Digital Transformation changes. We have to change policies/procedures to reflect the digitalization changes that we want.
<b>Efficient business processes</b>	We need to improve our processes through business process reengineering by designing new processes and improving existing processes by adjusting workflows, changing business rules, & leveraging data to improve productivity & cut operational costs.
<b>Talent &amp; cross-cutting capabilities</b>	Without the right skills in both business and technical aspects, we will remain fundamentally unable to fulfil IT strategy goals. We have to revamp HR enablers supporting IT & business to ensure effective hiring, retention and development of talent.
<b>Collaboration between IT &amp; business</b>	Today, IT is a fundamental part of any organization. Every business process is driven or supported by technology. This means the IT Division must be connected with all other aspects of the University. We need to ensure that teams are working together to transform.
<b>Fund Availability</b>	Without allocating adequate budget, we will be unable to achieve digital and IT strategy
<b>Eliminate/reduce Ad-Hoc projects</b>	We need a game plan for dealing with ad-hoc IT project requests. Ad-hoc requests deviates and disrupt our existing plan and team productivity