



rijksuniversiteit
groningen

centrum voor
informatie technologie

CIT

CIT Strategic Plan

Education and Research: supported by
innovative and reliable IT

Document
Authors:
Date

Version 1.0
CIT Board
5 July 2021

rug.nl/cit



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Introduction

This document articulates the Strategic Plan of the Center for Information Technology (CIT) for the period 2021-2026. This plan is formulated in response to the publication of the University of Groningen 2021-2026 Strategic Plan in February 2021 and the Board of the University's request that faculties and services formulate their own strategic plan.

Over the past months, the CIT Strategic Plan was discussed with the CIT management and staff, the Labour Council, the Advisory Board and the main stakeholders within the UG. The input from these consultations has been integrated in this final version.

Even prior to the Board of the University's request, CIT felt the need for a clear strategy. Such a strategy is crucial in an era of fast digitization in education and research, as well as in society at large – a trend that has only accelerated and strengthened in the wake of the COVID-19 pandemic. After lessons and lectures on location were cancelled during the COVID-19 lockdown, educational institutions transitioned en masse to online teaching. Alongside online teaching and working from home, online examination also gained incredible momentum. In the field of research, data and data-driven research gained in importance, as did the need for state-of-the-art facilities for data storage, access and reuse of data. Furthermore, the demands on research data have increased rapidly. In this context, information technology is increasingly viewed as an enabler and innovator of education and research and CIT has shifted from a supporting role to full partnership with lecturers and researchers. This development towards a strategic partnership with faculties and university services is something CIT wishes to build on in the coming years, thus contributing to realizing the impact envisioned in the UG's Strategic Plan.

However, with the increase in the use of information technology there has also been an awareness of its growing dependence and of the potential risks associated with it. The recent cyberattacks aimed at illegally obtaining personal data from various educational institutions have once again emphasized the importance of vigilance and resilience. This is why CIT devotes much attention to privacy and security.

However, CIT also wishes to put on the agenda new issues surrounding the use of IT. Consider, for example, data autonomy: the question of how the UG plans to gain and retain control of its own data in the coming years. Control over the University's data may be compromised under the influence of the commercial companies (BigTech) that supply the UG with digital education and research tools. Loss of control over the UG's data may in turn jeopardize essential public values such as integrity, safety, privacy, transparency and autonomy, which are the foundation of academic education and research in the Netherlands. CIT sees it as its task to put these issues on the agenda and offer advice on how to address them.

The above-mentioned trends and developments represent both opportunities and challenges for CIT. In the coming years, CIT – in cooperation with users – intends to create the best possible digital environment for the UG and in this way optimally support the UG's education and research tasks. In this Strategic Plan, we describe the steps CIT plans to take towards realizing this objective in the coming years.



1. Center for Information Technology

The Center for Information Technology (CIT) is the IT center of the University of Groningen and a leading national and European institute in the field of information technology. Our services are primarily targeted at UG faculties, researchers, lecturers and students. We support and innovate academic research and education by offering high-quality, innovative and reliable data and IT solutions, advice and training.

CIT has a staff of approximately 300 employees and a budget of approximately €40 million. The CIT Board consists of a General Director and a Technical Director, supported by a Management Support Team (secretariat, communications, finances) and the CIO office with expertise in architecture, information security, information management, quality and project management.

CIT is further divided into five domains:

- Education
- Research
- Organizational Systems
- Basic Workplace
- Infrastructure

CIT's services focus on the above-mentioned domains. CIT expertise lies, among other things, in High Performance Computing (HPC), digital exams, data management (data storage, analysis and access) and managing virtual environments. All with the support of a robust and reliable infrastructure.

2. Mission, vision and core values

2.1. Mission

CIT formulates its mission as follows:

The Center for Information Technology is a leading national and European academic institute in the field of information technology that deploys its expertise to offer innovative and reliable IT for education and research.

2.2. Vision

Our vision for the future of CIT is as follows:

- *Strategic partner for faculties and university services*
The services CIT provides are closely linked to the UG's primary processes and CIT acts as a strategic partner to faculties and services. Jointly, we work towards implementing solutions and improvements in education and research, as well as the digitization of business operations and facility processes. This leads to optimal facilitation and optimized support of (interdisciplinary) collaboration in education and research (e.g. within the Schools and the University of the North), in terms of both utility and applicability. This strategic partnership and the unique collaborations that arise from it generate added value for the UG and contribute to achieving the UG's strategic objectives in terms of education, research and societal impact.



- *Facilitator and innovator*
CIT ensures that faculties, university service departments, researchers and lecturers can do their work under optimal conditions. We aim to create a good balance between continuity and stability on the one hand and the implementation of the necessary innovation in education and research on the other hand. This innovation is realized with the support of an integrated IT environment that allows CIT to provide a fully flexible environment tailored to the needs of the target group. The IT facilities and other supporting services supplied by CIT are tailored to the wishes of the users and realized using state-of-the-art certified IT technology. Our facilities and services are sustainable, innovative, of a high quality, simple, accessible and user-friendly. By combining and adjusting existing tools, we are able to create customized applications for specific requests. CIT has positioned itself as a pioneer in the field of IT and a leader on the Dutch and European market for the services we provide. In this way, CIT contributes to the good reputation of the UG.
- *Professional organization*
Thanks to our well-functioning self-organizing teams, CIT is a flexible and agile organization able to quickly respond to new developments and requests from users. With our agile, proactive, customer-oriented approach, we are able to seamlessly adjust our services to the users' wishes and needs. The CIT treats its staff with care. We stand for open communication. Integrity, equal treatment and inclusion are important values in our organization. We devote adequate attention to learning and development opportunities and embrace the principle of life-long learning. Our culture is one where leadership plays a central role, both in our management team and among our staff. At CIT, management and staff take initiative where required, for example to improve collaboration, initiate innovation, realize changes or book results.

2.3 Core values

Our core values play a leading role in how we go about doing our work.

- *Leading*
- *Customer-oriented*
- *Professional*

As the UG's central IT department, CIT finds it important to be a leading expert in the field of information technology. In this role, CIT aims to act as a catalyst for the acceleration, innovation and accessibility of IT, thus generating added value for the University. CIT wants to act as the logical 'one-stop-shop' for IT support for faculties, researchers and lecturers. In the field of research, CIT's expertise includes High Performance Computing (HPC), data management (data storage, analysis and access) and managing virtual environments. Our staff are competent and deploy their knowledge and skills to improve continuity and innovation in education, research and business operations within the UG. Their knowledge extends beyond IT (technology) to education and research. Based on this knowledge, they create solutions for digital exams, effective learning environments and research data management, for example.

Our staff also use their educational knowledge to help lecturers improve their professional skills and offer high-quality support for innovations such as blended learning methods. CIT puts its users first and finds it crucial to flexibly accommodate the UG's primary processes. We have recently taken steps towards becoming a more user-oriented, flexible organization by transitioning to self-organizing teams and introducing agile working. We will continue to build on this development in the period 2021-2026.

3. Strategy

3.1 CIT's strategic objectives

Based on our mission and vision, we have identified the following strategic objectives for the period 2021-2026.

- *Strategic partnership*
As strategic partner of the faculties and university services, CIT ensures continuous synchronization between the primary processes and IT.
- *Ensuring continuity and quality of education and research*
CIT ensures the continuity and quality of UG education and research with reliable IT, business applications, a robust infrastructure and high-quality advice and training.
- *Support and catalyse innovation in education and research*
CIT enables new forms of research and education with innovative IT.
- *Professional organization*
With well-functioning self-organizing teams, CIT is a flexible and agile organization that can quickly attune to new developments and user needs.

3.2 CIT's strategy

3.2.1 Overarching strategy

CIT's strategic objectives follow logically from our mission and vision. The headings used to describe our vision in Section 2.2 factually articulate our strategic objectives. We have however opted to split our objectives into the categories *facilitation* (ensuring continuity and quality of education and research) and *innovation* (supporting and catalysing innovation in education and research). The reason for this is that in the coming period, CIT will follow two separate lines in realizing these objectives. It goes without saying that these lines are closely interrelated.

Development related to *facilitation* will mostly take place within the existing organization. This clearly also covers any innovations that are required (to continue) to optimally facilitate education and research. Think for example of the implementation of a new learning environment. High-level education and research are only made possible by optimally supporting the UG's business operations. This is why in the coming period, CIT will implement any innovations required to support business operations (HR, Finance, Facility Services).

To ensure the continuity of UG services and realize the ambitions articulated in the UG's Strategic Plan we need modern IT solutions. However, such solutions cannot be realized within the UG's existing IT infrastructure. To implement truly innovative technological changes requires at some point replacing the current IT infrastructure. This is the CIT's most important point of focus in realizing its strategic objective in the field of innovation.

New IT infrastructure

The information provision within the UG will be redesigned under architecture to optimally align IT with the primary processes. We will create an entirely new, integrated IT environment for education, research and remote working. We will do so on the basis of the users' wishes and with the help of modern IT technology (cloud, Software Defined Networking (SDN) and automation). This will allow us

to create an optimal intuitive environment for the user, with seamless links to applications and a self-service portal. This will also facilitate Time, Place and Device Independent Working (TPDW). We will use AI for both support and use. The new IT environment will be based on cloud technology in our own HPC data centres with links to SURF and external cloud services (hybrid, internal and external cloud-bursting). In short: we will create a hybrid situation with ICT on location and in the cloud. Our guiding principle in this context is 'security and privacy by design'. Management and maintenance activities will be carried out without the users noticing. We will work towards a situation in which our IT is available 24/7, with well-defined and minimal maintenance moments.

To create this new IT infrastructure we will use a greenfield approach, i.e. we will build the new IT infrastructure bottom-up and from scratch. As part of the greenfield approach, we will involve not only the staff, but also users and external parties, and design the governance of the greenfield approach to reflect this. This will take the form of a step-by-step approach, with the new IT environment being implemented in sections. Our goal in this context is to keep what works and replace what needs replacement. We will take into account any ongoing activities (ensure continuity) and take sufficient time to move through the process in a responsible manner (organizational capacity). This comprehensive, overarching strategy will allow us to realize all the CIT strategic objectives listed above in the long term (beyond this planning period).

Strategy

- *Greenfield approach for complete innovation of the IT environment*

Result

- *An integrated IT environment that allows CIT to offer a fully flexible environment tailored to the user group*

3.2.2 Strategic partnership

Context

The UG's Strategic Plan aims to strengthen interdisciplinary collaboration in education and research. This requires strengthening collaboration between the University's various faculties and services and between different disciplines (Social Sciences & Humanities, Science & Engineering and Health). In addition, the University wants to establish and maintain collaboration and knowledge exchange with national, regional and international partners in the academic world, the corporate sector and society as a whole. This has led to initiatives such as the creation of the 'Schools', collaboration with the Teaching Academy Groningen (TAG) and collaboration in the context of the University of the North. CIT wishes to optimally facilitate these developments, with support from its IT services and expertise in the field of education and research. This support includes, among other things, maximally standardizing education, research and research data environments, intelligent links, training programmes for participants from various disciplines and consultants being deployed within faculties. In this way, CIT wishes to emerge as a serious interlocutor for faculties and services. For example, CIT is already a partner in interdisciplinary research at the 'Aletta Jacobs School of Public Health' and we are closely involved in establishing the other 'Schools' and the University of the North. We plan to further expand and strengthen this strategic partnership in the coming period. To this end, we want to be even more closely involved from the start in all developments and brainstorming sessions concerning new developments and collaboration forms, thus contributing to policy development. This will allow us to increasingly act as a strategic partner and high-quality advisor as well as a 'one-stop-shop' for faculties, researchers and lecturers, and to further professionalize our services.

Strategy

- *Participation of our management team in strategic consultations within and beyond the UG*

- *Ensure that suitable CIT contact persons and representatives are deployed at all levels within the UG (strategic, tactical, operational)*
- *Work with faculties and university service departments (and other users) to articulate questions and challenges and coordinate wishes and needs in the field of IT*

Results

- *Close collaboration and strategic partnership between CIT, the faculties and the university service departments*
- *IT issues related to policy questions are understood and addressed in all places and at all levels within the UG*
- *CIT acts as a 'one-stop-shop' for IT services and support for faculties, researchers and lecturers*
- *Demand and supply are continuously aligned*

3.2.3 Continuity and quality of education and research

Context

CIT's goal is to ensure continuity and quality of education and research within the UG by providing the basic services this requires and, where necessary, taking them to the next level. Basic services include, among other things, infrastructure facilities (such as network, storage, UG Cloud) and support for research and education in the field of data science, computing, visualization and spatial expertise, education and training, commodity facilities (such as Wi-Fi, workplaces, Content Management System) and services to support business operations (such as Business Intelligence and system access). CIT will help improve the efficiency of UG's business operations by implementing and streamlining procedures and systems and removing unnecessary obstacles. This will further simplify collaboration between faculties and with external partners. CIT will contribute to ensuring that decision-making within the UG is increasingly based on available and reliable data. This kind of data-informed decision-making will make it easier to measure (and achieve) objectives and quality requirements, make prognoses and provide accountability.

As the UG's IT advisor, CIT will work towards more sustainable and conscious choices in developing, purchasing and using digital tools. For example, we will consciously weigh the user-friendliness of commercial products with the attendant risks. As a consequence of the growing digitization of higher education, universities are increasingly becoming dependent on a relatively small number of digital tool suppliers. This is risky, because the digital tools offered by BigTech (Google, Microsoft, Elsevier, etc.) factually shape the research process and the learning activities of students. This may endanger essential values such as privacy, security, reliability and transparency. CIT sees it as its task to offer advice within the UG on these kinds of issues and choices. The same applies to the field of quality, information security and knowledge security. Knowledge security concerns issues such as the way in which the UG organizes storage and access to the important data of researchers and students. CIT will continue to develop policy in these fields, in collaboration with stakeholders.

Strategy

- *Guarantee reliable, safe and sustainable IT to ease the burden of faculties, university service departments, lecturers and researchers*
- *Work towards more ease of use by providing high-quality IT facilities that are simple, accessible and user-friendly*
- *Actively contribute to data-informed decision-making*
- *Improve the efficiency of business operations*

Results

- *CIT certification for ISO 9001 (quality) and ISO 27001 (information security)*

- *Quality management system and quality handbook*
- *Strategic information management (IVB) to support business operations*
- *Source-overarching and independent reports and information through Business Intelligence Tooling to facilitate data-informed decision-making*
- *Good infrastructure facilities for offering services*
- *Integral IT policy (covering topics such as quality, information security and knowledge security)*
- *Controlled and efficient access to UG facilities for staff, students and partners*

3.2.4 Innovation of education and research

Education

Context

Education has been under pressure for some time. As a result of the COVID-19 pandemic, lecturers who were already under much work pressure were suddenly required to switch to online teaching. In response, action plans for education and the UG Support Plan ('Ruggesteun') were established to support lecturers. In the long term, this will lead to recommendations for an optimal balance between on location and online teaching (blended education). In this context, CIT needs to be able to offer both educational and technical solutions that are interlinked in a useful manner. The first step in this direction is renewing the learning environment. To this end, we will develop tailored support for each individual faculty. We will also take the first step towards blended education by creating an intuitive and flexible template based on learning principles.

We are also renewing our educational support services. Newly appointed lecturers are provided with immediate help in setting up their first lectures and offered peer-to-peer coaching from experienced lecturers. In line with the Recognitions & Rewards strategy, CIT is developing a line for the ongoing professional development of lecturers, which will include a project for improving scheduling, followed by a project to improve student enrolment and monitoring.

The UG's Strategic Plan strongly emphasises interdisciplinarity in education, learning to work with others, collaboration in the context of the University of the North, internationalization and life-long learning. CIT will be offering appropriate support for these developments, for example by providing support for micro-credentials and open educational resources and facilitating joint teaching with other organizations. This is a challenge, since it requires, on the one hand, enough standardization to allow for collaboration between faculties and with other universities, and, on the other hand, enough flexibility to be able to offer customized solutions where needed.

To make all of this possible, CIT will continue to work closely together with lecturers and the TAG and support them in developing high-quality and where needed innovative educational and testing methods. Together with the faculties and researchers, CIT will collect structured data on the quality of education to contribute to data-informed decision-making in this field (StudentLines).

Strategy

- *Proceed with and further extend activities supporting blended education and use innovative and reliable IT to facilitate the desired mix of on-site and online teaching*
- *Proceed with the innovation of the learning environment and teaching and digital examination methods*
- *Create strong collaborations within CIT and with other services within the University, including the Office of the University and General Administrative and Legal Affairs (ABJZ), and with the TAG*

Results

- *Various online teaching methods and tools for realizing the desired interdisciplinary approach, learning to collaborate with others, internationalization and life-long learning*
- *New innovative applications within existing services and new services in response to the educators' desire to provide more flexibility in modules, study tempo and type of education*

Research

Context

The challenging and multidimensional issues facing academic research and the complex societal problems that the University works towards addressing also require an interdisciplinary and national and international approach in the field of research. This in turn requires the support of an interdisciplinary and reliable IT infrastructure, tools and applications.

Research requires high-quality facilities for data storage and reuse according to the FAIR principle, which is an important element of Open Science. The same is true of technical *support* for the use of these facilities and data. By providing an easily accessible helpdesk for researchers and students, manned by technical experts in data science, computing, visualization and spatial expertise, CIT can function as an important partner in research and education. We expect the new Digital Competence Center (DCC) to play an important role in this process. The DCC – a collaboration between CIT and the University Library (UB) – will act as the primary helpdesk for UG researchers and research support staff for issues concerning FAIR research data management.

CIT acts as a partner in interdisciplinary research when it comes to innovative digital research methods, FAIR research data management, public engagement and valorization. In the coming years, we plan to work together with researchers to further develop this partnership in research innovation.

For us, the term 'hybrid university' refers to using technology to achieve an intelligent balance between on-site and remote research and education. CIT has access to facilities (including a Reality Center and XR lab) and expertise in the field of XR (extended reality), 360° video and educational technology that are ideally suited to support hybrid education. This allows us to generate added value compared to more traditional research and educational practices.

Strategy

- *Relieve pressure on researchers with digital solutions and knowledge of Research Data Management (RDM): from preliminary idea to grant application via data storage, computing and analysis/visualization to publication and reuse of data (FAIR/Open Science)*
- *Promote innovation through collaboration with external partners and take part in initiatives such as the Schools and the University of the North*
- *Contribute to creating a 'hybrid university' by using technology to create an intelligent balance between on-site and remote research/education*

Results

- *A central helpdesk in a UG-wide network of research support as part of a 'one-stop-shop' support structure (DCC, collaboration CIT/UB)*
- *A self-service portal (VRE-research portal) offering standardized services and products*
- *Low-threshold consultancy and support for tailored solutions in the field of research innovation (in consultation with researchers, lecturers and external partners)*

The Innovation Fund

An important UG tool for stimulating digital innovation in education and research is the ICT Innovation Fund. During the period 2021-2026, the Board of the University will use this fund to make

over €5 million available per year. These funds are intended to make targeted investments in IT innovation to enable innovative education and research within the UG. This will in turn allow researchers, lecturers and students to work at the highest level possible with the help of digitization.

At the request of the Board, CIT will formulate a plan for deploying these funds (for 2022-2026), based on applications for innovative projects. These projects must be in line with the Strategic Plan of the UG and of CIT, with a focus on interdisciplinary collaboration, blended learning, the new learning environment, life-long development, Open Source, FAIR and data-informed decision-making. To stimulate applications for the Fund, CIT will be using a tool called Innovation Labs, i.e. interactive meetings between lecturers, researchers and external parties (for example external speakers) around a specific, often innovative, theme. The objective of the labs is to inform and inspire, in the hope that this leads to an application for a contribution from the Innovation Fund.

A plan for distributing the Innovation Fund budget will be formulated in close consultation with the users, faculties and other stakeholders and established in the autumn of 2021 during the Administrative Meeting (BO: Bestuurlijk Overleg) with the Board of the University.

3.2.5 Professional organization

Context

CIT is the UG's IT service and our primary users are UG students, staff, faculties and university service departments. We also offer services to third parties on the condition that these services generate added value for UG education and research. In order to remain a serious interlocutor and high-quality IT consultant for UG faculties and services, CIT must further develop into a flexible organization able to constantly match its services to the ever-changing customer demand.

Strategy

- *Implement the transition process of transforming CIT's organizational structure in order to quickly, proactively and professionally assist and advise faculties, services, lecturers, researchers, and other users*
- *Work towards an agile, proactive and customer-oriented approach to allow CIT to seamlessly align its services to the wishes and needs of users*

Results

- *Standardized IT facilities and links between systems to optimally facilitate interdisciplinary internal and external collaboration*
- *Tailored solutions for more flexibility in education and research within the established standards and infrastructure (standardization, unless...)*
- *Account managers and experts who are embedded within the faculties for a proactive approach and user support*
- *A Service Catalogue (IRIS) with a transparent and accessible selection of customer services*
- *Inventoring and defining customer demand as part of IT service*
- *Annual customer satisfaction surveys*

4. Policy

4.1 General

In the coming years, CIT plans to do more in policy-making. This policy-making is already taking place in the field of education and research support. However, new policy will also have to be developed in

other fields to ensure that the UG remains a pioneer in digital learning and working within the academic community. To realize these ambitions and improve the UG's positioning, it is crucial that we move in sync with the general development towards a digital society. In the complex world of digitization and AI, this will keep the UG appealing for current and upcoming digital generations.

We will work towards further defining some aspects of this vision for policy in the coming years. This also applies to aspects that relate to CIT as a good and attractive employer.

4.2 IT policy

The growing digitization of education and research also means that students, researchers and staff members have increasingly high IT expectations. In addition, CIT finds it essential to guarantee high standards of quality, information and knowledge security and transparency within the UG. CIT hopes to contribute to this goal by formulating an integral IT policy, which will also serve as a base for eventually replacing the UG's entire IT infrastructure (see Section 3.2.1). CIT aims to have the implementation of the new integrated IT environment, which will take a number of years, go hand in hand with the professionalization of UG IT services. This means, among other things, formulating new policy around topics such as security, cloud, bring-your-own-device, etc. The development of IT policy is closely linked to present and future University policy on education and research. This is why formulating IT policy begins with an inventory of user wishes and policy developments. Close collaboration between CIT and the faculties and central policy departments is crucial in this context. The development of UG IT policy should ideally go hand in hand with the development of general UG policy on education and research.

Results

- *A formalized IT policy coordinated with the stakeholders and seamlessly aligned with UG policy on education and research*

4.3 Organizational policy

In the summer of 2017, CIT started on a process of change known internally as 'the Transition'. The underlying objective of this transition is to create a more customer-oriented approach and organization at CIT. This is necessary in view of the growing importance of information technology for primary processes within the UG. At the heart of this transition is our wish to create self-organizing teams that provide specific services and closely involve users. More concretely, the transition has the following objectives:

- High degree of user satisfaction
- High degree of staff satisfaction
- More consensus on IT within the University
- Improved culture within CIT
- More flexibility on the part of CIT
- Future-proof CIT organization

In the past years, we worked on organizing CIT into separate teams responsible for specific services. The teams provide services in consultation with users and are responsible for all decision-making concerning the services they provide. Staff members have much say in how their work is organized and users are closely involved in how CIT works. In June 2020, the final version of a report entitled 'Completing the CIT Transition' was published. However, before the organization could take steps towards working according to the new principles, the COVID-19 pandemic broke out. The CIT management is very committed to resuming the new way of working as soon as possible.

The new way of working is intended to deliver the following results.

Results

- *More focus on collaboration with users*
- *More responsibility and autonomy for staff members within clear frameworks at team and organization level*
- *Clarity concerning CIT norms and values and their significance for the conduct of staff members*
- *A documented IT policy with an integral vision on architecture, quality and security*

4.4 HR policy

4.4.1 Innovation requires development (life-long learning)

Information technology is a professional field where new developments succeed one another at a rapid pace, where innovation is ongoing, and where the requirements and expectations of society and the academic world are continuously growing and changing. Information technology should be accessible, reliable, state-of-the-art and most of all user-friendly. In addition, users do not wish to be burdened with issues of privacy and security. They want to do their work with as little stress as possible.

The developments and innovations described in this Strategic Plan are therefore crucial to make CIT future-proof. The knowledge and expertise present at CIT are very much needed in realizing the desired developments. All staff members will be given the opportunity to grow and develop along with the organization (life-long learning) and receive support in this process from the organization. In return, staff members are expected to adopt a learning attitude and actively contribute to the further development of the organization. If staff members are unwilling or unable to make this shift, CIT will, in its role as a good employer and in consultation with the relevant staff member, look for alternatives within or outside the organization.

4.4.2 Profile of a CIT staff member

In the coming years, CIT will need staff members who are able and willing to follow the newest technological developments, have an affinity with the academic world and are inspired to generate added value for the UG. The rate of development within the field of information technology will be mirrored by the rate of development within CIT. This requires staff members who can leave the past behind and acquire a continuous innovation-oriented mindset. Staff members with such a mindset are indispensable in successfully implementing a greenfield approach in completely renewing the IT environment (see Section 3.2.1).

It goes without saying that CIT is not only concerned with innovation and new services. While we implement far-reaching innovations, *business must go on as usual*. In other words: the existing infrastructure, applications and tools will need to be kept updated and functioning for a long time still. This requires staff members who know their trade. Staff members with professional knowledge and experience who use their understanding of the existing infrastructure and systems to contribute to the continuity and quality of UG education and research.

General user support is and remains a core CIT activity. This requires staff members who are customer-oriented, can empathize with the users' needs and think in terms of solutions. To meet the users' needs, we also need staff members who can proactively decide what is needed, what should happen, and how problems can adequately be solved by their team and/or other parties. User

support in specific, broad expertise fields (for example data science, computing, 3D/AR/VR-visualization, education science) requires CIT staff members with the right knowledge and expertise to provide this kind of specialized support.

Finally, if we want to achieve our strategic goals, our management and staff must show proof of leadership. In other words, they must adopt an active stance and take the initiative required to improve collaboration, increase customer value, launch innovations, realize change and book results. This requires a culture of openness and safety.

4.4.3 Strategic personnel plan and housing

The HR policy that CIT will be implementing to achieve its defined strategic objectives will be elaborated in more detail in our strategic personnel plan. An important point of focus in this context lies in training and coaching staff members and further developing talent (life-long learning). Partnership and leadership also require a reassessment of job rating. In this context, we aim to align ourselves with the Recognition & Rewards programme. Other points of focus for the strategic personnel plan include attention to work pressure and important values such as integrity and social safety, diversity and inclusion.

The strategic personnel plan will also devote attention to:

1. The scope and features, as well as the current quality of our staff
2. Defining the soon-to-be-needed workforce by translating the strategic plan into a desired workforce
3. A gap analysis mapping any gaps between what is desired and what is expected
4. Mapping the actions required to bridge these gaps. This may involve actions in the field of recruitment, inflow and outflow of staff, 'retain and motivate' measures, schooling and training, etc.

The CIT's ambition as articulated in this Strategic Plan and the resulting staff deployment implies some urgency in resolving our housing issues. In this context, our goal is to create sufficient workspace for our staff, but also redesign our workspace to stimulate collaboration and creativity.

Results

- *Strategic personnel plan*
- *Suitable housing for CIT in the short, middle and long term*

5. Conclusion

This 2021-2026 Strategic Plan should be viewed as a framework for CIT's further development. In the coming period, we will initiate a number of follow-up activities, such as mapping the actions and resources required to implement this Strategic Plan. The plan will also be discussed and possibly adjusted in the coming period in collaboration with the CIT staff, users and other stakeholders. CIT finds it important for the Strategic Plan to not be static, but a dynamic document that is regularly reviewed and adjusted. A document with a broad base of support within and beyond CIT that provides CIT staff members with a direction for carrying out their work. This is why in the coming period we will develop a process for monitoring and safeguarding our established strategic goals within the organization.