Rapid digitization offers more possibilities than ever before
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In 2021, digitization was once again prominently on the agenda within the University of Groningen. This year again, all UG staff and students made intensive use of online education, digital exams, research, and remote working facilities. CIT succeeded in ensuring that digital facilities remained available at all times, ‘like water from the tap’.

In addition, this past year we took some important steps towards renewing the UG’s ICT facilities, with large projects such as a new learning environment, a new scheduling system, the creation of a Digital Competence Centre (DCC) for data management, and the construction of the new HPC Data Center. We also devoted a lot of attention to security, for example by introducing multi-factor authentication, and shutting off outdated systems. Not to mention the many everyday solutions devised by the CIT staff for researchers, lecturers, support staff, and students.

It is with a clear sense of pride that we present you with CIT’s activities in 2021 in this annual report. The report shows that in addition to its supporting role, CIT is increasingly also a strategic partner for lecturers and researchers, with a driven and skilful team that makes us a truly pioneering IT centre. This annual report illustrates CIT’s growing strategic importance in a well-functioning top university. In this way, CIT is contributing to realizing the UG’s ambitions as expressed in the UG Strategic Plan.

Ronald Stolk

Director of CIT/CIO of the University of Groningen
CIT’s mission
The Center for Information Technology (CIT) is the IT center of the University of Groningen and a leading IT organization at a national and European level that deploys its expertise for innovative and reliable IT for education and research.

Vision and core values
The recent trend of growing digitization in education and research was greatly accelerated and amplified in the wake of the COVID-19 pandemic. As a result, information technology is increasingly acting as enabler and innovator in education and research. With its services, CIT is very close to the UG’s primary process, and acts as a strategic partner for faculties and university services, in helping to devise solutions and improvements in education and research, as well as in digitizing business operations and facility processes. This leads to optimal facilitation and optimized support of (interdisciplinary) collaboration in education and research in terms of both utility and applicability. As a result of this strategic partnership and the unique partnerships that arise from it, CIT contributes to achieving the UG’s strategic objectives in terms of education, research, and societal impact.

CIT aims to create a good balance between continuity and stability, and implementing the desired level of innovation in education and research, thus allowing faculties and service departments, researchers and lecturers to do their work under optimal conditions. CIT is as a pioneer in the field of IT and a leader in the Netherlands and in Europe in the services it offers. In the field of innovation, in coming years, CIT will focus on realizing an integrated IT environment that is fully flexible and attuned to the needs of the target group. In this way, CIT contributes to the UG’s outstanding reputation. With its well-functioning self-organizing teams, CIT is a flexible and agile organization, able to respond quickly to new developments and requests from users.

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, and in this way create added value for the University. The core values that define CIT activities are leading, professional, and customer-oriented.
Organization
The Center for Information Technology is a leading Dutch and European institute in the field of information technology. The primary users of CIT services are UG faculties, researchers, lecturers, and students. CIT supports and innovates academic research and education by offering high-quality, innovative, and reliable data and IT solutions, consultancy, and training. CIT has a staff of more than 300 and a budget of approximately €40 million. The CIT board consists of a General Director and a Technical Director, supported by Team Management Support (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 services focus on these five domains, with specific expertise in fields such as High-Performance Computing (HPC), digital exams, data management (data storage, analysis, and access), and creating virtual environments. All of this with the support of a robust and reliable infrastructure.

CIT 2021–2026 Strategic Plan
In line with the UG’s 2021–2026 Strategic Plan, this year, CIT developed a strategic plan of its own, elaborating on the significance of the UG’s strategic objectives for CIT. Digitization is growing fast and affecting all areas of society, which provides new opportunities in education and research, a development that necessitates a clear strategy. In the coming years, CIT wants to further strengthen its transition from support service to strategic partner for faculties and university services, and in this way to contribute to the impact envisioned in the UG’s Strategic Plan. The CIT’s 2021–2026 Strategic Plan describes the steps CIT plans to take in the coming years to create the best digital environment for the UG, and thereby optimally support the UG’s tasks in education, research, and business operations.
2021 HIGHLIGHTS

The shifting COVID-19 measures of the past year required a great deal of flexibility and adaptability on the part of UG students and staff members. CIT also faced its own challenges in ensuring that our services were attuned to the continuously shifting circumstances in which teaching, research, and work at the University had to take place. Thanks to a CIT-wide effort, the UG could once again remain open all year, thus ensuring the continuity of the primary processes of education and research at the UG.

2022–2026 ICT Innovation Fund
With the establishment of the ICT Innovation Fund in 2021, the UG has once again committed to invest in digital innovations that are essential for the University of Groningen to remain at the top in worldwide rankings. As of 1 January 2022, CIT is inviting all UG staff members to submit a proposal for the ICT Innovation Fund. The UG has established its 2022–2026 ICT Innovation Fund to stimulate innovative ICT ideas with the potential to grow into innovative projects for realizing the University’s strategic objectives. These can be ideas in the field of education, research, or business operations. The ICT Innovation Fund offers support in exploring and implementing new technological solutions. A new aspect of the ICT Innovation Fund is the Innovation Lab, a platform for generating and exchanging new ideas and projects through interaction between people from different backgrounds and roles.

COVID-19
In 2021, the COVID-19 pandemic continued to greatly affect the University of Groningen. Following the first lockdown in 2020, the entire University switched to online education, exams, research, and remote working. This placed a lot of pressure on digital facilities. At the start of the new academic year in 2021, for a while it looked as if the pandemic was ending. Unfortunately, by the autumn of 2021, it had become clear that the end was not yet in sight, and staff members and students had to once again rely primarily on digital facilities.

Education
Over the past year, CIT has devoted much effort to ensuring the continuity and quality of UG education. Due to the ongoing pandemic, online facilities for teaching and examinations were once again in high demand. To support lecturers in offering digital teaching activities and online examinations, CIT invested heavily in extra staff in the Education Domain. Thanks to the extension of the Aletta Jacobshal (AJH), we were able, despite the COVID-19 measures, to meet the growing need for digital examination stations.
Extra support for Education
During the first lockdown in 2020, we acquired a lot of experience with online education, and students and lecturers discovered the many advantages of this format. At the same time, it also became clear that online education strongly affects the study and workload by requiring a different approach to teaching and studying, which costs a lot of effort. Since the start of the COVID-19 pandemic in 2020, the Board of the University introduced a number of measures with the Education Action Plan and the UG Support Plan Ruggesteun for reducing the workload among lecturers and improving the diversity and quality of education. CIT contributed to these efforts by deploying a large number of student assistants and embedded experts to support lecturers in offering online teaching.

In addition to creating more room within the organization, CIT also used this extra support to initiate educational innovation as described in the UG’s new Strategic Plan. An important item in this context is blended learning: stimulating effective learning by combining online and offline (on location) teaching. This requires devoting special attention to the opportunities offered by technology, developing the necessary tools for training lecturers, and the right level of support.

New learning environment: Brightspace
A flexible and reliable digital learning environment is essential for developing blended learning. In an effort to attune the learning environment of the future with the UG’s ambitions, CIT supports educational and technical elements and ensures that they are efficiently interlinked. The first step towards making online education at the UG more compatible with future developments is renewing our current learning environment. After the transition to a new electronic learning environment had to be postponed because of the pandemic, the tender was once again published in early 2021. The future users were assigned an important role in the assessment phase: approximately forty students and more than one hundred staff members were invited to complete a usability test. In September, it was announced that Brightspace would be replacing the UG’s current electronic learning environment. CIT’s efforts are now focused on ensuring that the UG can fully transition to the new learning environment by the summer of 2022.

New video platform: Kaltura
For some years now, the UG has been using the Presentations2Go (P2Go) video platform to record lectures (usually automatically) that are then made available for watching via the Nestor electronic learning environment. Due to an increase in lecture recordings as a result of the COVID-19 pandemic, lecturers kept running into the same problems when using the video facilities. To solve this problem, the UG decided to look for a more scalable software, and last year, CIT launched the project of renewing the video platform. Based on the usability tests we ran among lecturers from various faculties, our choice fell on the American software Kaltura. This new video platform will be integrated in the Brightspace learning environment and ready for use in the next academic year for recording, storing, and streaming lectures at the UG.
**Research**

The digitization of research has also accelerated dramatically in the past years, not only due to the pandemic, but also because of increasingly stringent requirements in the field of data security and privacy. CIT supports this development by providing an interdisciplinary and reliable IT infrastructure, tools and applications, and ways of making data available online in line with the FAIR (Findable, Accessible, Interoperable, and Re-usable) principles. In addition, CIT staff members provide specialized support in the field of high-performance computing (HPC), automation of data processing and analysis (data science), virtual, mixed and augmented reality (XR) and 3D (visualization), and geographic data analysis and visualization (geoscience).

**Launch of the UG Digital Competence Centre**

After being awarded an impulse grant by the Dutch Research Council (Nederlandse Organisatie voor Wetenschappelijk Onderzoek, NWO) in early 2021, the Digital Competence Centre (DCC) was officially launched in May. The UG’s DCC is a partnership between the University Library (UB) and CIT and acts as a first-line support desk for research IT and data for UG researchers and research support staff. The DCC provides accessible support in the field of FAIR research data management, privacy, data security, and related IT solutions. The DCC also works closely together with the University Medical Center Groningen (UMCG). The DCC team supports researchers throughout the research process, from grant application to the archiving of FAIR data. In this past year, the DCC processed approximately 500 requests for support, covering all UG faculties. In addition to their own expertise, the DCC also matches researchers with specialists and services attuned to their specific needs. Over the past year, the DCC has organized a number of training days and events around research IT and data.
**HPC Data Center building completed**
The construction of a new HPC Data Center building is the UG’s solution for meeting the growing demand within academia for more reliable and large-scale data storage, fast data processing, and high-grade computing capacity. In addition to providing capacity for current and future supercomputers, the new data center also has room for office automation. In this way, CIT can provide a very sturdy infrastructure for research, education, and business operations, and maintain its position as expert in research data.

A year after construction began, the building of the new HPC Data Center was officially completed in September 2021. In December, it was announced that the energy-efficient building would be named the Coenraad Bron Center. The Board of the University chose this name out of the many submissions in the competition for a name for the new data center. Prof. Coenraad Bron (1937–2006) was the UG’s first professor in Computer Science. The name ‘Bron’ (the Dutch word for ‘source’) is also a symbolic reference to the data center as a source of knowledge.

In the coming period, the Coenraad Bron Center will be further prepared for housing new and existing systems. In the course of 2022, the first systems with high-grade computing power will be made ready for use by UG researchers.
2021 Calls for Proposals
In publishing calls for proposals, CIT contributes to the innovation of UG education and research. In early 2021, UG and UMCG lecturers and researchers were invited to submit research and education proposals that make use of virtual, mixed and augmented reality (XR) and 3D data. Three applications were approved: Lightning Imaging with LOFAR (Prof. Olaf Scholten, Faculty of Science and Engineering), The Brothers of the Common Life 3D (Dr Margriet Hoogvliet, Faculty of Arts) and Building Bounce Back (3B, Dr Catheleine van Driel, Faculty of Medical Sciences).

In the second half of 2021, the CIT teams Visualization, Data Science, and Geodienst issued a joint call for proposals. UG and UMCG researchers were invited to submit proposals for projects on visualization, geoscience, and data science with the potential of making an important contribution to society. All faculties submitted innovative plans that were assessed by a group of experts in visualization, geoscience, and data science from within and beyond the UG. The approved projects were assigned a materials budget and support from CIT experts. The approved proposals were announced in early 2022.

The call for visualization, geoscience, and data science projects was the last in a series financed from the UG-wide 2016–2020 ICT Long-Term Plan. To be able to continue to promote digital innovations, the UG launched the 2022–2026 ICT Innovation Fund. With this fund, the UG can make targeted investments in IT innovation to further enable innovative education and research.
Realizing the UG’s ambitions in the field of education, research, and societal impact increasingly requires high-quality, innovative, and reliable IT facilities. This increase in the use of information technology is accompanied by a growing awareness of our dependence on it and the potential risks involved. Following a ransomware attack on the Maastricht University in December 2019, the UG decided to prioritize cyber security. In 2020, the Board of the University established a Master Plan for Information Security, including a large number of measures for improving the UG’s IT security.

Based on a security roadmap, in 2021, CIT continued to work on projects for raising the University’s IT security level. Most of these projects are not visible to regular users, for example strengthening system and network monitoring, or encrypting hard drives. After the University of Amsterdam and NWO were both hacked this past year, the UG decided to accelerate the rollout of a number of security measures, such as the implementation of password changes and multi-factor authentication for all UG students and staff members.

In addition, much attention was devoted to replacing both the network infrastructure and the hardware at the faculties. Since most of the staff were working remotely this year, we were able to take big steps in replacing the network infrastructure in the buildings. This process was completed in the course of 2021. We also implemented mobile device management (MDM), such that the new UG laptops meet the set security requirements. In December 2021, the National Cyber Security Centre (NCSC) brought to the attention of Dutch organizations a serious weakness in software that was used worldwide in web applications (Apache Log4j). This software is also in use at the UG. The weakness led to attacks on the UG network. CIT staff members immediately responded by taking measures to successfully par the attacks, among other things by quickly installing the updates made available by the providers. A few servers were also preventively switched off pending further investigation. In the end, the software weakness did not cause any serious problems or loss of data. In this way, CIT is continuously working towards improving information security at the UG.

As a professional and customer-oriented organization, CIT hopes to become certified for ISO norms 9001 (quality) and 27001 (information security) by 2025. To this end, CIT strives to deploy its services, knowledge, and expertise as effectively and efficiently as possible, and safeguard the quality and reliability of its products and services by means of a quality management system (QMS).

As a first step, in the autumn of 2021, the ‘Next Level – Working towards resilience and maturity’ programme was launched, which will hopefully result in CIT obtaining the above-mentioned ISO certificates. This programme lists all activities in the field of information security and quality management that CIT aims to bring to a higher maturity level. This project involves establishing a quality management system (SmartManSys) that sets out the processes applicable within the organization with respect to quality management and information security. In 2021, we took the necessary steps for describing and establishing these processes.
In 2022, we will primarily work on embedding these processes within CIT. To guarantee high-quality monitoring within the UG, in the coming year, the Next Level project will be integrated into a UG-wide programme on privacy and information security. In this way, CIT works on improving quality of service within the UG.

**Customer-oriented approach: Iris**

One of CIT’s core values is our customer-oriented approach. CIT considers quality of service to be essential in promoting customer satisfaction. In this context, in 2021, we introduced the Iris product and service catalogue (login required). This self-service portal offers customers and stakeholders a transparent overview of all CIT products and services, and the accompanying conditions. For many services, the catalogue also includes additional information from the CIT Service Desk knowledge bank, which is continuously updated. In this way, Iris can help users to find the right solution and discover which CIT services can help them in this process. Iris also provides insight into the status of questions submitted by customers to CIT.

**Business operations: data-informed decision-making**

In its business operations, the UG requires highly reliable data as a basis for formulating policy. Decision-making is increasingly driven by available and reliable data. To this end, in the coming years, we plan to expand our Business Intelligence facilities and make them more broadly available. By implementing and streamlining procedures and systems, and removing unnecessary obstacles, CIT can help improve the efficiency of UG business operations, as articulated in the UG’s Strategic Plan. This will also create more transparency for UG administrators and their decision-making processes, and for society at large. In light of ever more complex data systems, we also plan to improve user support in this field, for example by introducing self-service portals. In the past year, the CIT Business Intelligence team has taken steps towards moving closer to the customer by deploying consultants to help clarify customer requests on the basis of information exchange.
January
• CIT News: 2020-2021 Call for proposals Virtual Reality and 3D-technology
• AOb News: The virtual kindergarten class
• My University: Education Action Plan to reduce work pressure (log-in required)
• Ukrant: 1.8 million action plan should lower work stress
• CIT News: Groningen Digital Competence Centre receives NOW start-up grant

February
• Ukrant: Bye bye Blackboard?
• Groundbreaking Work: Update construction of new data center
• Platform Forum: TechTalks050: Get fit faster after COVID 19

March
• UG News: The untold story of Crustumerium: 3D exploration of an archaeological mound near Rome (video)
• CIT News: Grant Visualization projects 2021

April
• CIT News: CIT opens its doors to girls during the Girls’ Day 2021
• My University: New learning environment: three bids after invitation to tender (log-in required)

May
• Ukrant: Potential Nestor replacements get thumbs up
• CIT News: UG awarded SURF grant for innovation project Feedback GO
• University Library: First meetup of the UG Digital Competence Centre
• My University: Lancering Digital Competence Centre (log-in required)
• CIT News: TechTalks050: Beneath the southern ring road

June
• Ukrant: Interview with CIT director Ronald Stolk on security
• My University: Board of the University approves 2021 Research Data Policy (log-in required)
• Ukrant: Want to move from Google?

July
• SURF: Plead your case virtually with PleitVRij

August
• Library Deventer: Brothers 3D: reconstruction of the interior space of the Heer Florenshuis

September
• UG News: UG HPC Data Center completed
• My University: Brightspace new learning environment (log-in required)
• Ukrant: UG switches from Blackboard to Brightspace

October
• CIT News: Call for Proposals Visualization/Geo/Data Science 2021

November
• 5G Groningen: Retrospect event ‘Get to work with 5G’
• UG Open Science: Board of the University approves Open Science-programme
• Overheid.nl: Govert Schoof (Geo Services) on the development of the New Buidling Monitor

December
• D2L News: University of Groningen partners with D2L to support blended, interdisciplinary learning objectives
• Ukrant: UG goes for Kaltura as new program for recording lectures
• Groundbreaking Work: Name of UG’s new data center refers to ‘source of knowledge’ (incl. video)
• Ukrant: Log4-vulnerability puts CIT on guard during Christmas break
• CIT News: How the Deen takeover is changing the supermarket map - an analysis by the Geodienst
• My University: UG continues to invest in digital innovations by new ICT Innovation Fund (log-in required)
CIT IN 2022

We plan to continue on the path we took in 2021 that is described in our Strategic Plan. We will continue to build on a strategic partnership between CIT and UG faculties and service departments in providing high-quality education, research, and business operations. In the coming period, our focus will lie on blended learning, research data management, Business Intelligence facilities, and general user support.

Education
With respect to education, in the coming years, CIT will work to further develop blended learning by creating an optimal mix between online and offline education. This requires, on the one hand, enough standardization to allow for collaboration across faculty and university boundaries, and on the other hand, enough flexibility to allow for customized offerings where necessary. To this end, in 2022, CIT will take the lead in developing a new scheduling system and renewing the online course catalogue. CIT will also play a role in establishing the innovative knowledge and data hub ‘StudentLines’, which is aimed at offering support for academic research and data-informed decision-making at the UG.

Research
The multidimensional research problems and complex societal problems that the UG aims to help solve require an interdisciplinary approach. Our expectation is that FAIR data and Open Science will make an important contribution to promoting collaboration within and beyond the University. All this requires the support of a modern and reliable IT infrastructure, tools, and applications. We expect the Digital Competence Centre, launched earlier this year, to play an important role in the coming year in providing optimal facilities for storing and reusing data in accordance with the FAIR principles. CIT will also further develop the Open Science programme in collaboration with the University Library. Open Science focuses on providing anyone who is interested with open access to scientific research and research data. This programme was commissioned by the Board of the University with the goal of stimulating Open Science within the University and fully integrating it into the research and education culture of the UG within two years.

Professional organization
The fast digitization of education and research is creating heightened expectations of IT among students, researchers, and staff members. To meet these expectations, CIT will continue to develop and grow into an agile organization capable of continuously fine-tuning its services in response to the ever-changing customer demand. Internally, we will continue to organize and further implement our Strategic Plan. In the coming year, we will further elaborate the HR policy needed for realizing our strategic objectives in a strategic staffing plan.

New IT infrastructure
In addition to safeguarding the continuity and quality of education and research, CIT will also, in the coming years, focus on developing the modern IT solutions needed to realize the UG’s ambitions. To this end, the architecture of information provision within the UG will be reshaped with the goal of optimally aligning IT with the UG’s primary process. We will create an entirely new, integrated IT environment for education, research, and remote and on location workplaces, based on the wishes of the users and cutting-edge IT technologies.
creating this new IT infrastructure, we plan to take a greenfield approach, meaning that the new infrastructure will be created from the bottom up. In 2022, we will take the first steps towards defining the leading principles of this new IT environment.

**Future of Google Workspace for Education**
To better protect the personal data of UG staff and students, in 2022, we will implement further changes to Google Workspace, the UG’s digital work environment. The reason for this is that the Dutch Data Protection Authority (DDPA) recommends reviewing our contract with Google in this area. In the spring, the DDPA ruled, based on a Data Protection Impact Assessment (DPIA) that was co-initiated by the UG, that Google did not provide sufficient guarantees within Google Workspace for the protection of the personal data of end users.

In the summer, an agreement was reached with Google that the UG would continue to make use of core applications in Workspace. This renewed agreement does imply technical and contractual adjustments on the part of both Google and the UG. Other Google products were not included in this new contract and should therefore be switched off or replaced if possible. In 2021, we took steps towards implementing these changes. Our guiding principle in the process has been striking a balance between protecting personal data and ensuring the continuity of education, research, and business operations.

In line with these changes, we initiated an investigation to explore which collaboration and office environment would best suit the UG in the long term. Data autonomy plays an important factor in this context, as well as dependency on Big Tech companies. Based on the results of this investigation, CIT will submit a recommendation to the Board of the University of Groningen.

**Vision and ambition for Identity and Access Management (IAM)**
In 2021, we joined forces with a number of UG representatives in developing our vision for Identity and Access Management (IAM) at the UG. CIT strives for reliable and safe access to data and applications with high-grade Identity and Access Management to ensure that the right users with the right authorization can access the right IT services at the right moment. As systems become increasingly interlinked or centrally managed, this kind of discipline is ever more important. Granting or denying access requires a constant process of evaluation and re-evaluation. This is not only a technical problem, but also an organizational one. Staff members and students must be able to access information, managers need their people to be able to work, and ICT has to make it all possible. Security and protection of personal data are essential in this context. In the coming year, we will further explore how to bring Identity and Access Management at the UG to a higher maturity level.
Ronald: This week’s snow and frost didn’t add much to the lockdown and curfew: the UG remains open online.
Anke: I’m noticing more and more how much I prefer face-to-face meetings. Just to be able to run into people at the local village pump (also known as the coffee machine).

Ronald: We’re once again working hard on improving information security. Cyber security is not just a CIT topic, it’s now also become an agenda item at administration level.
Anke: To lift our security level to a higher plane, we created a security roadmap for the UG. The Board of the University is taking the threats seriously and expects us to offer adequate solutions.

Ronald: Other universities are wondering as well whether data autonomy and public values in education and research can be safeguarded when using commercial software.
Anke: A hot topic these days: the public values of the universities and the growing influence of Big Tech companies.
**Anke:** It’s high time for us as an organization to think about how we want to organize the processes and accompanying responsibilities around Identity and Access Management.

**Ronald:** The CIT’s Strategic Plan describes the direction of our plans for the coming five years: for the digitization of the University and the further professionalization of CIT.

**Anke:** It finally happened: the completion of the new data center building! Once the last issues have been resolved, we can start decorating and moving house.

**Ronald:** Strategically, it made sense to have our own facilities. After a long process, the Board of the University has decided to build our own HPC data center.

**Ronald:** The COVID-19 measures are being relaxed fast. The buildings are slowly filling up with people once again, which makes for a great atmosphere (and queues at the coffee machines).

**Anke:** I still prefer to meet people face-to-face.

**Ronald:** The Dutch Personal Data Authority wrote to the Minister that Google Workspace is infringing on privacy legislation.

**Anke:** For us as a University, this is the perfect moment to explore what we want to focus on. We’re comparing a number of options and we want to find out where our users’ needs lie.

**Ronald:** Now that the University is focusing more on remote working and online education, exams, and research, CIT’s responsibilities are also growing.

**Anke:** All domains contribute to allowing education and research to proceed. And to keep out cybercriminals. We need everyone on board, for it is only together that we stand strong and can make it happen!

**Anke:** Right after the first report of suspicious traffic on our network, the CIT crisis team started taking measures to stop attacks. I think it’s fantastic how everyone immediately got to work!

**Ronald:** We worked hard this weekend on resolving the acute IT crisis resulting from a weakness in Log4j. Hopefully, this will be a thriller in which the CIT heroes prevail!