



Terms of Reference (ToR) IT Department Iqra University

1.	Department Information		
	a.	Head of Department:	Director AI, Digital Learning & Transformation
	b.	Reporting To:	Vice Chancellor
2.	Purpose of the Department. (Briefly describe the overall objective and purpose of the department within the university)		2.1 The Directorate of AI, Digital Learning & Transformation is mandated to plan, implement and manage IU’s technology ecosystem in alignment with its strategic vision for digitally enabled education, operational excellence and innovation. 2.2 The Directorate serves as the central authority for all IT, enterprise systems and digital platforms across campuses, ensuring: a. Reliable and secure IT infrastructure; b. Seamless delivery of academic and administrative systems; c. Integration of digital learning technologies; d. Adoption of emerging technologies including AI and automation. 2.3 It plays a critical role in transforming IU into a data-driven, technology enabled institution, enhancing experience of students, faculty and administrative stakeholders.
3.	Key Functions within UMO and campuses. (List the main functions/areas of responsibility of the department)		The Directorate performs following core functions across the University Main Office (UMO) and all campuses: 3.1 IT Service Management (ITSM) & End-User Support a. Operate centralized IT Service Desk and End-User Support; b. Manage incident, problem and service request lifecycles; c. Define and enforce Service Level Agreements (SLAs); d. Provide technical support to Faculty, Staff and Students. 3.2 Core Infrastructure & Data Center Operations

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| | <ul style="list-style-type: none">a. Manage network infrastructure, internet services and connectivity across campuses;b. Oversee data center operations, including servers, storage and virtualization;c. Ensure system availability, performance monitoring and capacity planning;d. Maintain backup systems and disaster recovery readiness. |
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3.3 Enterprise Applications & Institutional Systems

- a. Manage ERP, CMS and institutional systems (Finance, HR, Procurement, etc.);
- b. Lead requirement gathering, configuration and customization;
- c. Manage user roles, access control, and system workflows;
- d. Ensure system integration, data consistency and automation;
- e. Handle upgrades, enhancements, and lifecycle management;
- f. Provide reporting, dashboards and data extraction.

3.4 Academic Systems & Digital Learning

- a. Manage LMS and academic systems;
- b. Support digital learning initiatives and online education delivery;
- c. Provide application development, integration and functional support;
- d. Ensure continuous enhancement of academic digital experience.

3.5 Digital Experience & Engagement Platforms

- a. Manage CRM and student lifecycle engagement systems;
- b. Oversee university websites, portals and internal applications;
- c. Develop API-based integrations across platforms;
- d. Ensure UI/UX design, accessibility and usability improvements;
- e. Support digital campaigns and stakeholder engagement.

3.6 Software Development & Integration

- a. Develop and maintain in-house applications;

		b. Provide system integrations and API services; c. Enable workflow automation and digitization; d. Ensure secure, scalable and maintainable architecture. 3.7 Cybersecurity & Compliance a. Implement and enforce information security policies and controls; b. Monitor network, systems and application security; c. Ensure data protection, access control and risk mitigation; d. Support audits and regulatory compliance requirements. 3.8 Multi-Campus IT Coordination a. Standardize IT services across all campuses; b. Coordinate with campus IT teams and reporting officers; c. Implement centralized systems and governance frameworks; d. Ensure consistency in service delivery and user experience. 3.9 Vendor & Contract Management a. Manage technology vendors and service providers; b. Oversee procurement, licensing and contract compliance; c. Ensure vendor performance against agreed SLAs. 3.10 Data & Analytics Enablement a. Support institutional reporting and business intelligence; b. Enable data-driven decision-making across departments; c. Ensure data integrity, governance and accessibility.
4.	Roles & Responsibilities. (Define the core responsibilities handled by the department)	The Directorate shall undertake the following responsibilities in line with its organizational structure: 4.1 Director AI & Digital Transformation (HoD) a. Provide strategic leadership for IT and digital transformation; b. Align technology roadmap with IU objectives;

- c. Oversee all functional domains including infrastructure, applications and support;
- d. Report to the **Vice Chancellor** on IT performance, risks and initiatives.

4.2 Functional and Operational Units

a. IT Service Management (ITSM)

- i. Deliver first and second-level support;
- ii. Manage incidents requests and resolution;
- iii. Ensure SLA compliance.

b. Core Infrastructure & Data Center Operations Team

- i. Maintain network, servers and hardware;
- ii. Ensure uptime and operational continuity;
- iii. Manage backups, DR and infrastructure security.

c. Enterprise Applications & Institutional Systems

- i. Manage ERP / CMS implementation and support;
- ii. Ensure system stability and performance;
- iii. Coordinate enhancements with departments.

d. Academic Systems & Digital Learning

- i. Manage LMS and academic platforms;
- ii. Support digital learning delivery;
- iii. Provide development, integration, and functional support.

e. Digital Experience & Engagement Platforms

- i. Manage CRM, websites and portals;
- ii. Oversee UI/UX and digital engagement;
- iii. Support campaigns and communication systems.

f. Campus IT Coordinators

- i. Provide on-ground IT support;
- ii. Implement centralized policies and systems;
- iii. Act as liaison with central IT Directorate.

4.3 Governance & Compliance

- a. Establish IT policies, SOPs and governance frameworks;
- b. Ensure cybersecurity and data protection compliance;
- c. Conduct audits and risk assessments.

4.4 Project & Innovation

		a. Execute digital transformation projects; b. Introduce automation and AI-driven solutions; c. Continuously improve systems and services. 4.5 Service Quality & User Enablement a. Ensure user satisfaction; b. Conduct training and awareness sessions; c. Promote adoption of digital platforms.
5.	Staffing Details within UMO and campuses:	
	a.	Current Strength: 62
	b.	Vacant Positions (if any): 05 a. Senior Oracle Applications & Database Architect - 01 b. IT Compliance & Documentation Officer - 01 c. IT Support Engineer – 02 d. Hardware Technician - 01
	c.	Designations within Department in each campus: Refer Sheet 2
6.	Coordination & Interfaces (Mention key departments or external bodies you frequently coordinate with)	
	a.	Internal: 6.1 The Directorate maintains continuous coordination with: a. Vice Chancellor & Leadership (strategy and reporting); b. Academic Departments (LMS and digital learning); c. Registrar Office (SIS and academic records); d. Finance (ERP and budgeting systems); e. HR (HRMS and access control); f. QEC (reporting and analytics); g. Admissions & Marketing (CRM and portals); h. Examination Department (result systems); i. Campus Administration (implementation and standardization).
	b.	External (if any): 6.2 The Directorate interfaces with external entities for technology enablement, compliance and service delivery: a. Technology Vendors (ERP, LMS, infrastructure); b. ISPs & Telecom Providers; c. Regulatory Bodies; d. Cybersecurity & Audit Firms;

			e. Cloud & Hosting Providers; f. Consultants & Implementation Partners.
7.	Additional Information (if any)	7.1 Governance Framework The Directorate operates under structured IT governance aligned with internationally recognized standards (ISO 27001, ITIL, COBIT principles). Formal certification is not in place; however, controls ensure audit readiness. 7.2 Policy Authority The Directorate is the central authority for IT and cybersecurity. All departments must comply with defined policies and standards. 7.3 Standardization & Centralization All IT procurements and systems must be approved or implemented through the Directorate to ensure consistency, security and integration. 7.4 Data Governance IT acts as data custodian, while ownership remains with functional departments. 7.5 Digital Transformation Responsible for automation, AI adoption, and continuous improvement. 7.6 Service Model Centralized governance with campus-level execution under Directorate supervision. 7.7 Risk & Continuity Ensures backups, disaster recovery and risk mitigation. BCP is evolving 7.8 Change Management All changes follow a controlled and documented process. 7.9 Continuous Improvement Regular review of performance, feedback, and emerging technologies.	