

A transitional plan for digital and technology change

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1. Summary

This paper explores the establishment of a University governance structure for digital and technology change in an art and design based institution consisting of six world class colleges on 18 sites across an international city and a constituency of users that total over seventy thousand.

2. THE EXTENDED ABSTRACT

This is a challenging time for the University of Arts London (UAL) as it seeks to fully harness the potential of being digital and teaching digitally and to advance how we manage our UAL wide digital services and how we think about the potential to leverage the digital landscape to advance UAL's mission and values.

So much of what UAL needs to achieve to maintain its leading global position is reliant on a clear and structured approach to the digital. This approach has to include both Learning and Teaching and operational rationalisation. In order to best position UAL for the next three years of growth and success it is essential that this Digital and IT strategy is fully endorsed and fully supported.

Over the last twelve months a UAL IT transitional plan has been developed to enable a transition towards a fully developed IT & Digital strategy. The development of a transitional plan is a good way to have a stepping stone approach to major strategic change rather than a sudden change. The transitional plan is laying the foundation for a future IT & Digital Strategy

The transitional plan sets out how to prepare UAL for the next mid-term UAL strategy period through greater business efficiency in the technology function, ensuring IT plays an enabling role in learning and teaching, research and knowledge exchange. UAL is seeking to develop the management of IT services to sector standards and to leverage the digital landscape to advance UAL's mission and values. Much of what UAL needs to achieve to maintain our global position is reliant on a clear and structured approach to technology.

The main expression of this transitional plan is a three-year portfolio of activities, based on service design principles and providing a common, technology-agnostic view of the value to be delivered. This portfolio prepares the ground for the themes of the emerging digital transformation strategy:

- Transformative Education - improve the student's learning and teaching experience
- Connected Campus - a seamless experience between and within the digital and physical estate
- Data Matters - harness the power of data, ensuring compliance and ethical management
- Business efficiency & innovation - improve and put in place the right infrastructure for operational efficiency and innovation.
- Enterprise & sustainable funding - enable and achieve the ambitious entrepreneurship strategy and maximising UAL income.

The transitional plan centres on the experiences and needs of students, staff, and the wider UAL community. A user-centred approach will enable the development of more effective ways to deliver and embed key existing services and develop and embed new services. It will be delivered by many partners across UAL, who have different levels of IT/digital knowledge and expertise. The aim is to

put in place the right infrastructure for operational efficiency and innovation through a unified, evolutionary and collaborative approach across the University and Colleges. This will include infrastructure, services, cybersecurity, process, culture and agility.

The transitional plan has five objectives:

- introduce strategic oversight across University and College IT
- improve availability, resilience, client support and service levels for front-facing systems
- increase operational efficiency and reduce complexity across all software and hardware
- control expenditure and put in place a value for money framework to reduce cost of ownership and of study
- realign our project portfolio towards learning and teaching and the student experience.

This transitional plan, subject to further discussions anticipates that our focus during the period of this transitional plan to be in line with the following

THE CONNECTED CAMPUS - creating a seamless experience between and within the digital and physical estate for both student and staff.

DATA MATTERS - harnessing the power of data, ensure it is ethically managed and we remain compliant.

TRANSFORMATIVE EDUCATION - to improve the student's teaching and learning experience.

BUSINESS EFFICIENCY & INNOVATION - to improve and put in place the right infrastructure for operational efficiency and innovation.

ENTERPRISE & SUSTAINABLE FUNDING - to enable and achieve the ambitious entrepreneurship strategy and maximising UAL income.

3. AUTHOR BIOGRAPHY



Jim Nottingham is the Chief Information Officer at the University of the Arts London (UAL). UAL consists of 6 world class Colleges of Art & Design, the Colleges include; Camberwell College of Arts, Central St Martins, Chelsea College of Arts, London College of Communications, London College of Fashion and Wimbledon College of Arts. The Colleges & UAL currently occupy 18 sites across central London. UAL has over twenty-two thousand full-time students and over sixty thousand part-time students.

Jim holds a BA(Hons) Fine Arts Printmaking degree from Loughborough University and an MFA Terminal Degree -equivalent to an EdD in Studio Art from Louisiana State University. Jim is a Chartered IT Professional validated by the British Computer Society and an active Master Printer. Jim has over 35 years of experience of working in Higher Education in a number different roles from teaching life drawing to leading institutional change.