Framework for digital transformation in higher education: critical foundations for success

#HEdigitaltx

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Find out more



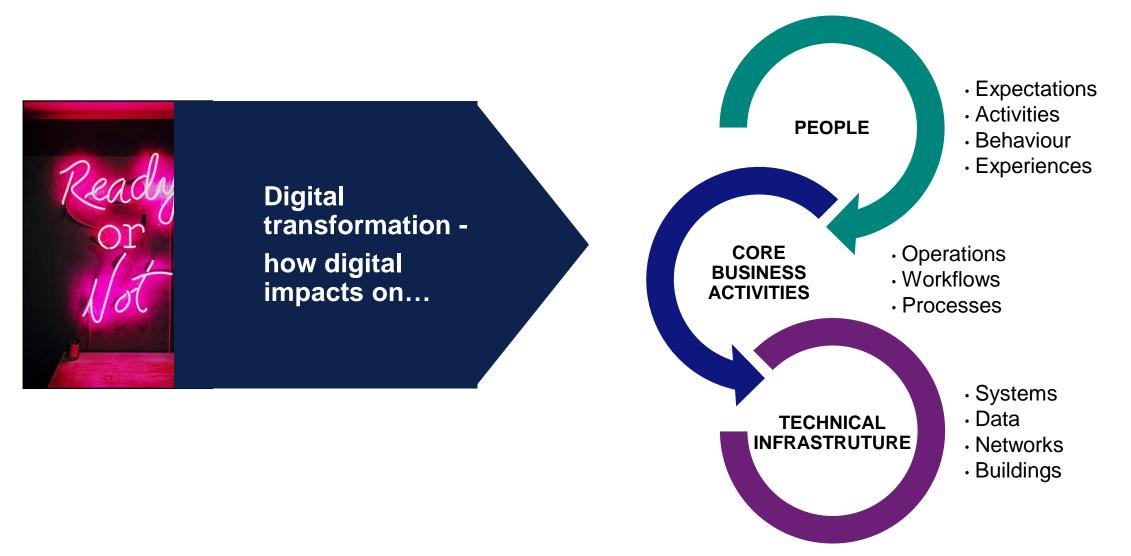
Digital transformation

Brown et al. Digital Transformation Signals: Is Your Institution on the Journey? Enterprise Connections (blog), EDUCAUSE Review, May 12, 2020.



"Digital transformation is a series of deep and coordinated **culture**, **workforce**, and **technology shifts** that enable new educational and operating models and transform an institution's business model, strategic directions, and value proposition."

Digital transformation



What does digital transformation look like in your university?

Consider:

- Do staff and students have access to technology and the supporting infrastructure to support their teaching, learning and research?
- Leadership for digital does your university have a holistic digital strategy?
- How do you support staff and students' with the development of their digital capabilities and digital confidence?
- How is the curriculum designed to take into account mode of learning, the space (synchronous/asynchronous) learning takes place in and where learning is taking place
- Are you able to join up data across your technical systems and platforms to fully utilize the data to inform decision making?

Digital strategies in UK higher education: making digital mainstream

How UK universities are developing and implementing their digital strategies

Exemplar strategies Interviews with senior leaders Available from <u>http://bit.ly/3JVHciT</u>



Introducing the framework for digital transformation in higher education

6

Launching the framework for digital transformation in higher education

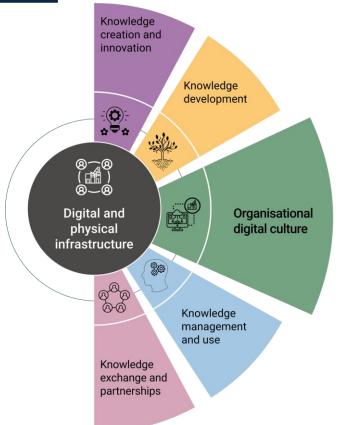
- Supports the development of a shared understanding of digital transformation across HE
- Encourages collaborative approaches and builds on the collective wisdom of the sector and organisations
- Helps reduce complexity and fragmented processes
- Supports HEIs to articulate a strategic vision for digital transformation and develop actionable plans to achieve this
- Informs decision making and prioritising investment
- Focuses on people and practices, not just processes and technology



The framework - a structure for digital transformation



Available from ji.sc/digital-transformation-framework



	Core knowledge practices				
The values, beliefs and practices affected by the use of digital culture digital technology. Empowering digital culture and leadership (strategy, planning and investment), focusing on core strategies, administrative structures and processes.	Knowledge creation and innovation Analysing emerging trends and developments across all areas of the organisation's business to inform policy and development. Enhancing knowledge creation and innovation through research, and collaborative activities.	Knowledge development Supporting knowledge development within the organisation to ensure all stakeholders can learn, work and thrive in a digital environment. Rethinking and enhancing digital learning, teaching and assessment	Knowledge management and use Enhancing access to and use of information and data to support research and teaching. Enabling the collation, preservation, management, sharing and use of information and data to inform decision making.	Knowledge exchange and partnerships Enhancing knowledge exchange to communicate and disseminate key organisational messages, encourage collaboration and community participation of all partners/stakeholders.	Providing robust and secure infrastructure Providing robust and secure infrastructure through relevant expertise and vision, including appropriate investment in networks, systems, hardware, software, and digitally-equipped physical spaces, and ensuring effective management and
effective governance, stakeholder support, development and engagement. The organisation's digital culture also determines its approach to issues such as digital safety and wellbeing, openness, collaboration, and equity, diversity and inclusion, as well as how well it implements and adapts to	Considering the wider impact on local, regional, national or international communities.	Curriculum development	Information management and use		standards compliance.
organisational change.	Research	Digital learning Image: Digital teaching Image: Digital teaching	Data management and use Business intelligence	Collaboration	Digital connectivity Digital connectivity Digital support Sector
Organisational wellbeing Organisational change		Ε.P.	Decision making	Relationship management	

The six elements and their four key areas of activity

A framework for digital transformation in higher education

Available from ji.sc/digital-transformation-framework



Underpinning element

Digital and physical infrastructure

Four core areas of activity

- Knowledge creation and innovation
- Knowledge development
- Knowledge management and use
- Knowledge exchange and partnerships

Overarching element

Organisational digital culture

Each element broken down into action areas to support organisations plan and implement transformation strategies

Some areas occur across the framework and we have provided an interactive index at the end of the document to help navigate around this

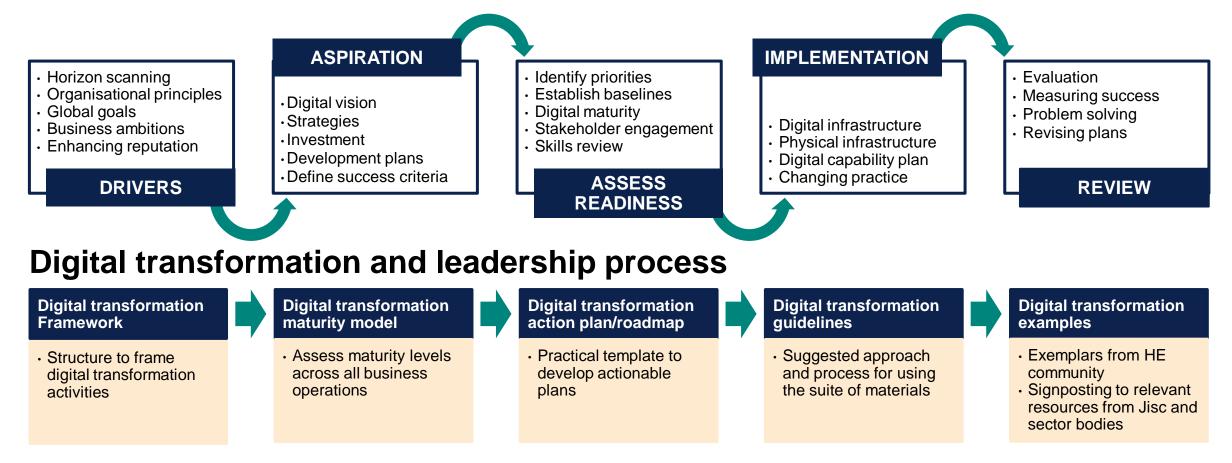
Focus on knowledge practices

Collective wisdom of an organisation

- Digital transformation frameworks produced by business organisations often focus on critical success factors (eg strategy, leadership, investment, technical aspects).
 These are all included within this framework at various appropriate places.
- Takes the emphasis away from technological or business process approaches and encourages a focus on what people do or need to do to enhance these practices within the organisation
- It is not about knowledge in the purely theoretical sense. Aims to highlight the importance of using information and data intelligently, building on existing collective wisdom, and emphasises the impact of knowledge creation, innovation and exchange in a global setting through collaborative social and learning networks

Framework as structure for a digital transformation toolkit

Digital transformation and leadership process





Developing a maturity model for digital transformation for higher education

Draft available from:

https://bit.ly/3MG1MFg



Goal - strategic co-ordinated digital transformation

Framework for digital transformation					
Broad structure identifying the dimensions or criteria to help organisations achieve digital transformation	Reflects sector priorities and goals	\checkmark			
Maturity model					
Helps organisations assess their level of digital maturity for each dimension and identify areas for improvement .	Organisational baselining and bench marking against sector priorities	X			
Action plan/s					
Develop achievable development and action plans for each dimension	Organisational and departmental plans to achieve digital transformation	X			

Informed by other maturity models

Gartner

React – Anticipate – Integrate - Collaborate - Orchestrate

Deloitte

Customer – Strategy – Technology – Operations – Organisation and culture

Educause

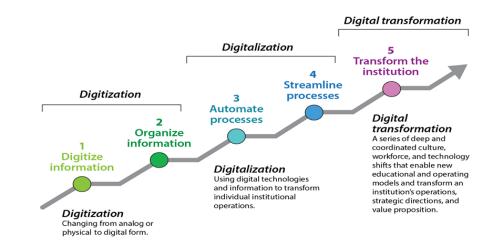
Digitization – Digitalization – Digital Transformation

HESA data capability toolkit

Chaotic – Reactive – Stable – Proactive - Predictive

HERM

Higher Education Business Capability Model - Enterprise architecture approach



Jisc maturity models



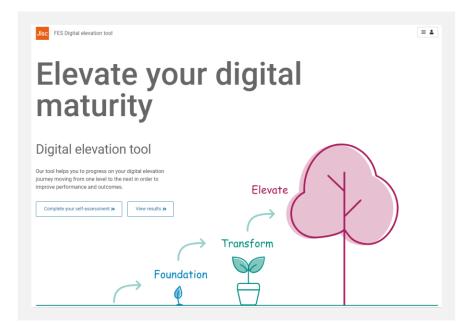
Jisc digital elevation tool https://ji.sc/digital-elevation-tool Foundation – Transform – Elevate



Jisc maturity model for AI in tertiary education <u>https://ji.sc/maturity-model</u> Approaching and understanding - Experimenting and exploring – Operational – Embedded – Transformational



Jisc digitally capable organisation maturity model https://ji.sc/organisational-digital-capability-model Emerging – Established - Enhanced



Assessing levels of digital maturity

Evaluating organisational digital maturity against an agreed sector wide model

- Identify how we currently use digital across the organisation benchmarking and baselining
- Highlight the possibilities that digital presents
- · Identify strengths, gaps and prioritise investment and digital initiatives accordingly
- Assess and prioritise digital capabilities of all stakeholders
- Identify pathways to further transform and elevate performance and outcomes

Spark conversations across different business functions – library and learning resources, IT, senior leadership, teaching/training leads, support teams,, researchers/research managers, range of professional services (eg HR, administrators, marketing/comms teams)

Progressing to digital maturity

- Leaders making strategic digital vision a reality
- Co-ordinated and collaborative approaches
- Long term investment, planning and changing practice
- Transitioning from legacy systems to new digital approaches
- Mitigating risk and protecting systems, stakeholder information and data
- Engagement and building digital capability of all stakeholders



Get involved

Join our working group https://ji.sc/working-group





Get in touch ...

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Developing a maturity model for digital transformation for higher education

Draft action plan available from:

https://bit.ly/Jiscmatmodelplan





Your turn – how do we achieve digital maturity?

Pick one framework area relevant to your context/role

Use the draft action plan to review your organisation's progress and to identify priorities:

https://bit.ly/Jiscmatmodelplan

Discuss and record your ideas and experiences of how your organisation is working towards or has achieved progress in this area



Pick your discussion group and area of interest

 Organisational digital culture Digital culture and mindset Organisational identity Organisational wellbeing Organisational change 	 Knowledge management and use Information management and use Data management and use Business intelligence Decision making
 Knowledge creation and innovation Digital vision and horizon scanning Research Innovation Wider impact 	 Knowledge exchange and partnerships Communication Collaboration Community participation Relationship management
 Knowledge development Curriculum development Digital teaching and assessment Digital learning Learner experience Demonstrating digital transformation: a framework for higher education 	 Digital and physical infrastructure Robust digital infrastructure Digital connectivity IT support Estates management

Plenary

Group feedback

Get involved

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Get in touch ...

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