

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

#HEdigitaltx

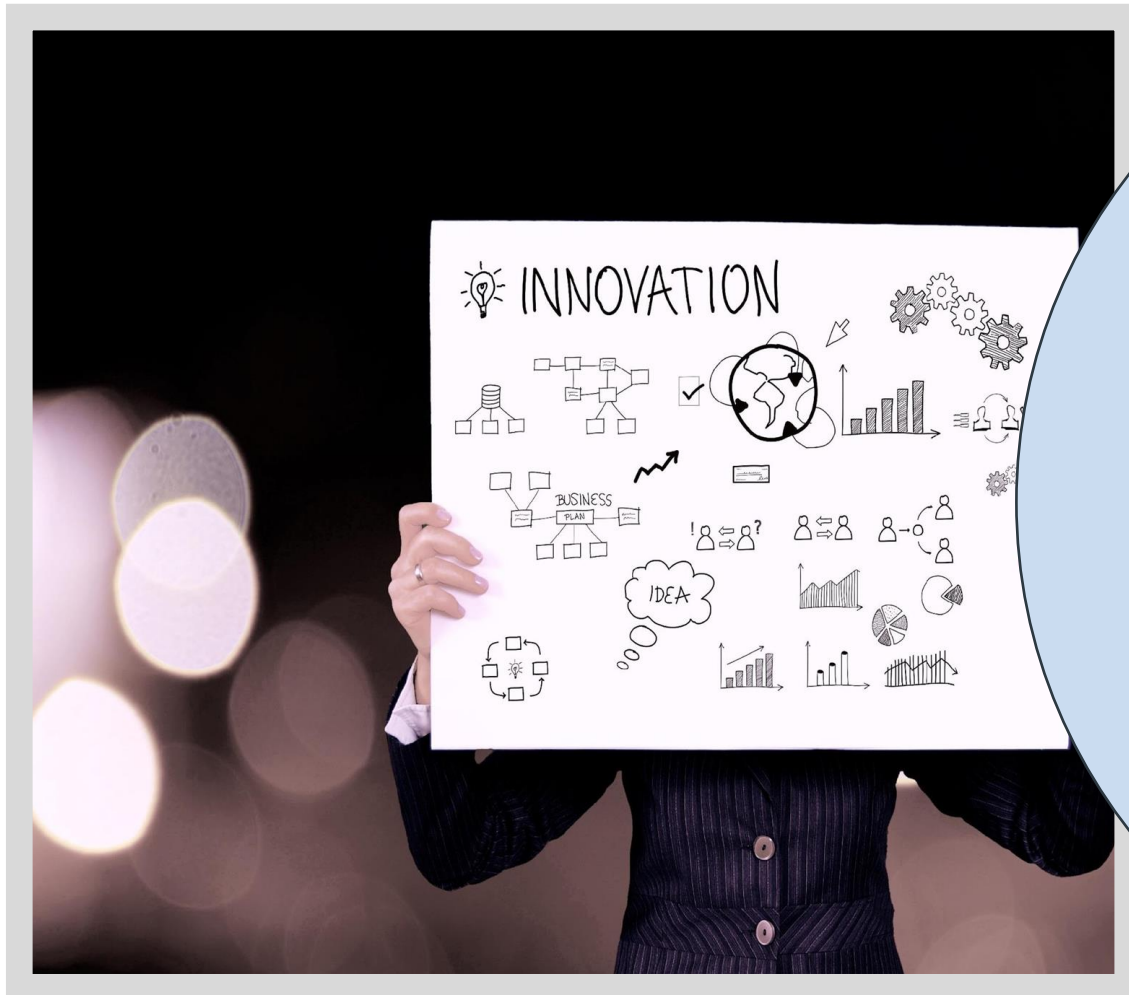
**Sarah Knight, Simon Birkett
and Lou McGill, Jisc**

Find out more



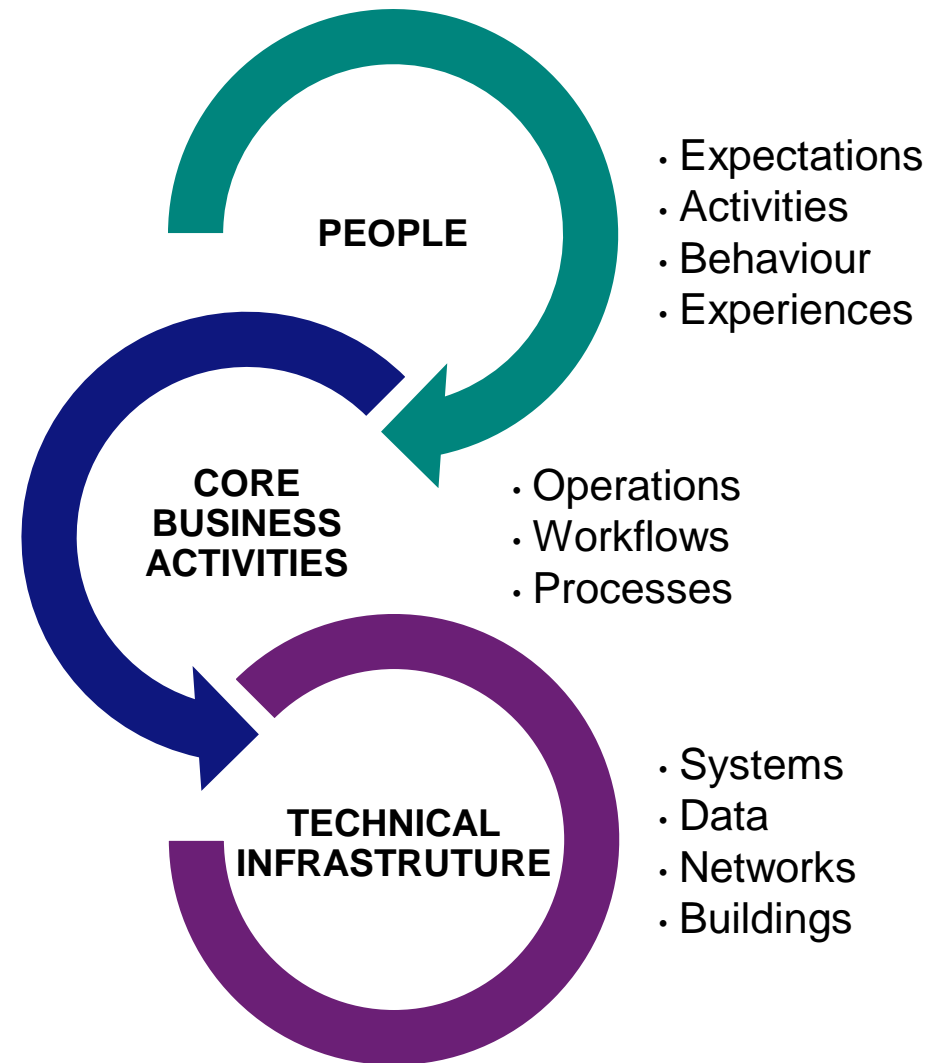
Digital transformation

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 <http://bit.ly/3JVHciT>



Introducing the framework for digital transformation in higher education

Launching the framework for digital transformation in higher education

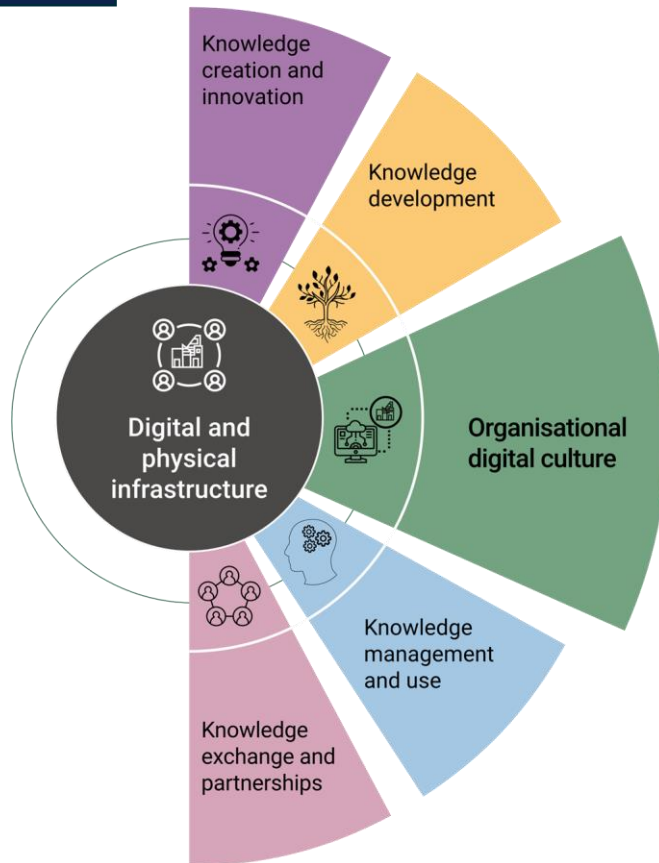
- Supports the development of a shared understanding of digital transformation across HE
- Encourages collaborative approaches and builds on the collective wisdom of the sector and organisations
- Helps reduce complexity and fragmented processes
- Supports HEIs to articulate a strategic vision for digital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



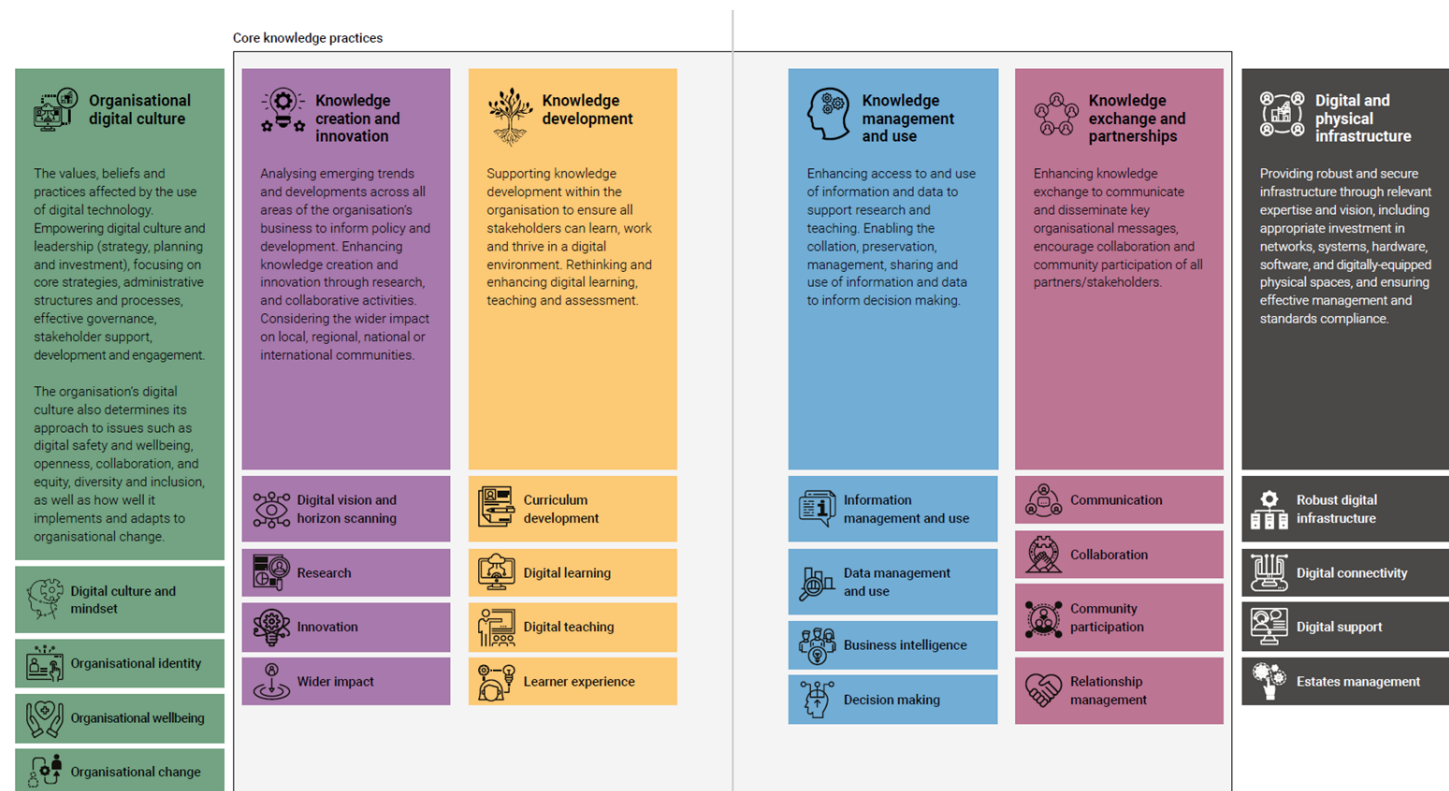
The framework - a structure for digital transformation



Available from [ji.sc/digital-transformation-framework](https://www.jisc.ac.uk/digital-transformation-framework)

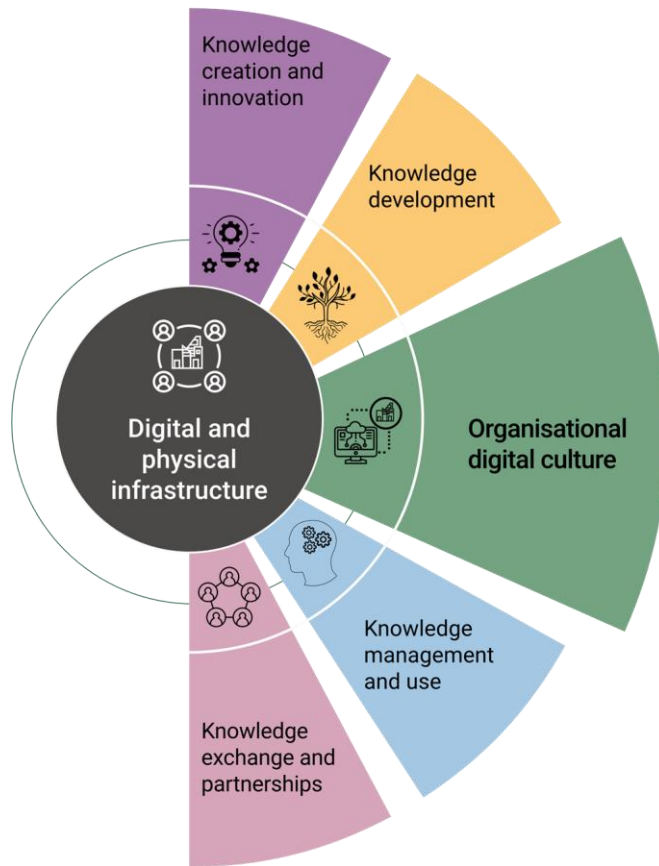


The six elements and their four key areas of activity



A framework for digital transformation in higher education

Available from [ji.sc/digital-transformation-framework](https://www.jisc.ac.uk/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

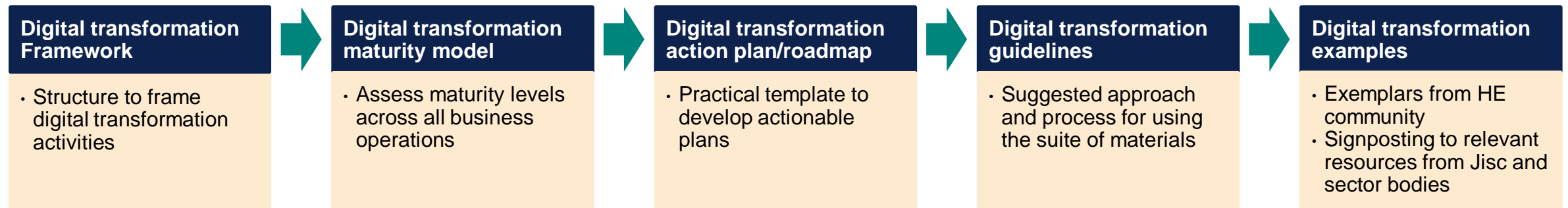
- Digital transformation frameworks produced by business organisations often focus on critical success factors (eg strategy, leadership, investment, technical aspects). These are all included within this framework at various appropriate places.
- Takes the emphasis away from technological or business 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



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	
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	
Action plan/s		
Develop achievable development and action plans for each dimension	Organisational and departmental plans to achieve digital transformation	

Informed by other maturity models

Gartner

React – Anticipate – Integrate - Collaborate - Orchestrate

Deloitte

Customer – Strategy – Technology – Operations – Organisation and culture

Educause

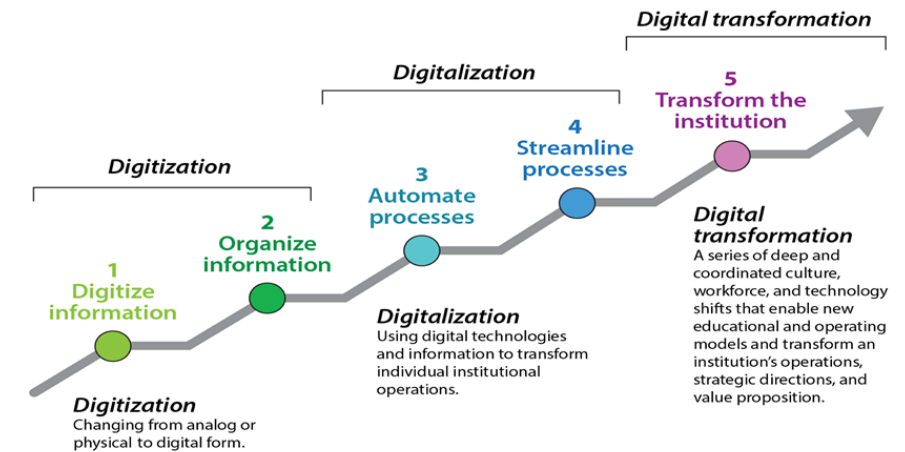
Digitization – Digitalization – Digital Transformation

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

<https://ji.sc/maturity-model>

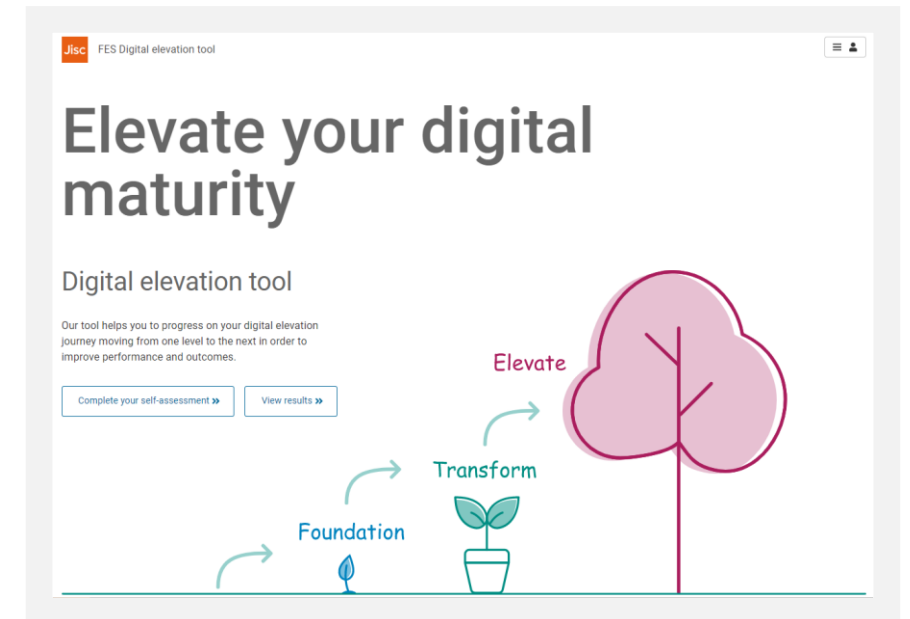
Approaching and understanding - Experimenting and exploring – Operational – Embedded – Transformational



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)

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

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

Use the draft action plan to review your organisation's progress and to identify priorities:
<https://bit.ly/Jiscmatmodelplan>



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

Digital and physical infrastructure

- Robust digital infrastructure
- Digital connectivity
- IT support
- Estates management

Plenary

Group feedback

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