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

#HEdigitaltx

Sarah Knight, Simon Birkett and Lou McGill, Jisc
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 - how digital impacts on...

- Expectations
- Activities
- Behaviour
- Experiences

- Operations
- Workflows
- Processes

- Systems
- Data
- Networks
- Buildings

CORE BUSINESS ACTIVITIES

TECHNICAL INFRASTRUTURE

PEOPLE
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

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

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 (e.g., 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

**DRIVERS**
- Horizon scanning
- Organisational principles
- Global goals
- Business ambitions
- Enhancing reputation

**ASPIRATION**
- Digital vision
- Strategies
- Investment
- Development plans
- Define success criteria

**ASSESS READINESS**
- Identify priorities
- Establish baselines
- Digital maturity
- Stakeholder engagement
- Skills review

**IMPLEMENTATION**
- Digital infrastructure
- Physical infrastructure
- Digital capability plan
- Changing practice

**REVIEW**
- Evaluation
- Measuring success
- Problem solving
- Revising plans

Digital transformation and leadership process

- Digital transformation Framework
  - Structure to frame digital transformation activities

- Digital transformation maturity model
  - Assess maturity levels across all business operations

- Digital transformation action plan/roadmap
  - Practical template to develop actionable plans

- Digital transformation guidelines
  - Suggested approach and process for using the suite of materials

- Digital transformation examples
  - Exemplars from HE community
  - Signposting to relevant resources from Jisc and sector bodies
Developing a maturity model for digital transformation for higher education

Draft available from:

https://bit.ly/3MG1MFg
Goal - strategic co-ordinated digital transformation

<table>
<thead>
<tr>
<th>Framework for digital transformation</th>
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<tbody>
<tr>
<td>Broad <strong>structure identifying the dimensions</strong> or criteria to help organisations achieve digital transformation</td>
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<table>
<thead>
<tr>
<th>Maturity model</th>
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<tr>
<td>Helps organisations <strong>assess their level of digital maturity</strong> for each dimension and identify areas for improvement.</td>
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<th>Action plan/s</th>
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<td>Develop achievable development and action plans for each dimension</td>
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Informed by other maturity models

**Gartner**
React – Anticipate – Integrate - Collaborate - Orchestrate

**Deloitte**

**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)
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 …

Sarah Knight
sarah.knight@jisc.ac.uk
@sarahknight

Simon Birkett
simon.birkett@jisc.ac.uk
@simonbirkett

Elizabeth Newall
elizabeth.newall@jisc.ac.uk
@elizabethnewall

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help@jisc.ac.uk
jisc.ac.uk
Developing a maturity model for digital transformation for higher education

Draft action plan available from:

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:

### Pick your discussion group and area of interest

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<tbody>
<tr>
<td>• Digital culture and mindset</td>
<td>• Information management and use</td>
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<td>• Organisational identity</td>
<td>• Data management and use</td>
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<td>• Organisational wellbeing</td>
<td>• Business intelligence</td>
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<td>• Organisational change</td>
<td>• Decision making</td>
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<td>• Digital vision and horizon scanning</td>
<td>• Communication</td>
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<td>• Research</td>
<td>• Collaboration</td>
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<td>• Innovation</td>
<td>• Community participation</td>
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<td>• Wider impact</td>
<td>• Relationship management</td>
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<td>• Digital teaching and assessment</td>
<td>• Digital connectivity</td>
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<td>• Digital learning</td>
<td>• IT support</td>
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<tr>
<td>• Learner experience</td>
<td>• Estates management</td>
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Plenary

Group feedback
Get involved

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sarah.knight@jisc.ac.uk
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@elizabethnewall

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