UNIVERSITY OF LEICESTER

Discovery-Enabling
Digital
2016-2020

THIS IS WHO
WE WILL BE...

Digital will be at the core of all the things that we do. Ensuring that appropriate use of technology enhances our learning and teaching, facilitates innovative research, and improves efficiency in our management and administration activities. Facilitating new ways of delivery, it will expand our current offerings into new markets.

We've begun our digital journey by recognising that we've got some excellent examples of digital behaviours and services but they are localised, limited to small numbers of our staff and students. To be the digital by default University that we aspire to be, will require us to think and behave differently, and embrace the digital world which we now inhabit. This digital strategy explains how our University will thrive in the digital world, how we will build our digital, campus and how we will raise the innovative performance of all of our members.

As the world becomes increasingly digital and mobile, the digital campus underpins a huge and increasing amount of our work. This personalised digital experience will be at the heart of a student and researcher-centred approach; widen participation, innovation, enterprise and partnership; and facilitate the intertwining of research and learning. Furthermore, we will respect that digital is a disruptive power. The markets that it has touched already such as publishing and music have been revolutionised and many traditional companies have been lost through this disruption. We will aim to be part of this disruption rather than reactionary to it.

This Digital Strategy outlines how we will achieve this vision, and is one of a number of divisional strategies stemming from the University's overarching Strategic Plan. All of these strategies will work together to ensure the University delivers on our commitments and priorities. The additional strategies are:

- Brand and reputation
- Corporate social responsibility
- Enterprise
- Finance
- International
- Learning
- People
- Physical environment
- Research
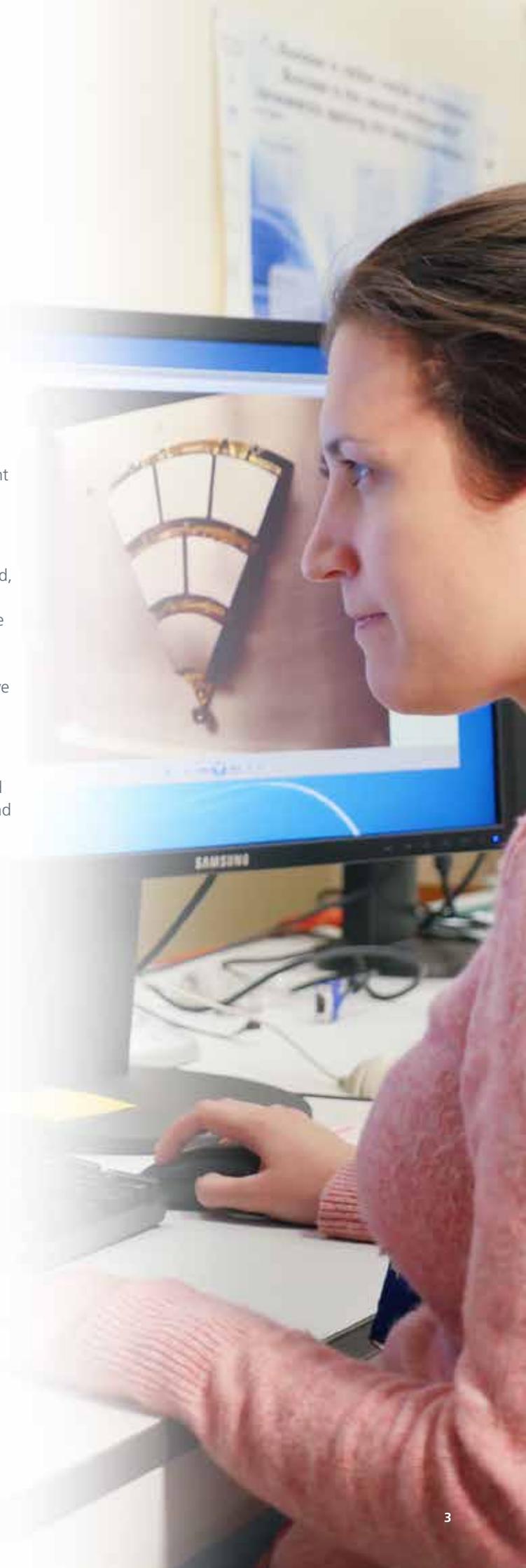
OUR
COMMITMENTS

DIGITAL BY DEFAULT

- Digital approaches will be designed into the core of all of our academic provision, business changes or investment proposals; crucially they will not be added on as an afterthought.

- Digital innovation will be included in selection criteria for investment appraisal, sitting equally alongside more traditional measures.

AN END-TO-END DIGITAL EXPERIENCE FOR ALL

- Digital innovation will be encouraged and facilitated wherever possible. Small scale pilots and trials will be supported by provision of safe and secure environments. Once the benefits are proven and a wider rollout is agreed this will be facilitated as quickly as possible.

- Digital supports the realisation of the best that our students and staff can imagine. We will keep innovating and move on from technologies or systems which are no longer beneficial overall.

- Digital will remove barriers to effective research by streamlining research support processes, enabling easy collaboration and rapid provision of appropriate technology tools.

SECURE ANYWHERE, ANYTIME WORK

- We will build a single digital eco-system which will operate on a cross-platform basis. End point security will be designed according to the data accessed and the platform accessing it.

- The purpose of device selection is to all our people to achieve their best. Hence within the constraints of careful resource management user choice and their mobility needs will influence device selection wherever possible.

TRANSFORM PRACTICES AND OPERATING MODELS TO BENEFIT FROM DIGITAL ENHANCEMENT

- Digital operation will be seen as the primary operating model; physical presence should enhance rather than be a requirement for our operations. Digital will ensure that face-to-face interactions add the most possible value that they can.

- Paper and the use of signatures will be removed from our day to day operational transactions. Simple things should be automated and delivered as quickly as possible.

OUR
PRIORITIES
2016-2020

DIGITAL BY DEFAULT WILL BE DELIVERED BY...

- Ensuring ICT and digital proficiency so that people have the ability to use enabling technology (devices, applications, software and services) that underpins participation in the digital environment. In particular:

  – Raising information, data and media literacy

  – Enabling digital creation, innovation and scholarship

  – Enabling digital communication, collaboration and participation

  – Promoting digital identity and wellbeing

- Creating a Student Digital Champion Programme to share students' insights and ideas more broadly across the University, fulfilling our aim to be student-centred.

- Providing hardship funds to ensure that all students have access to suitable IT equipment to support their studies.

AN END-TO-END DIGITAL EXPERIENCE FOR ALL WILL BE DELIVERED BY...

- Launching a new web platform that supports user-centred communication to the University's external audiences.

- Providing an intranet solution which addresses the distinct needs of staff, current students and partners. This will act as a focal point for access to digital resources and work on all devices.

- Overhauling the Student Lifecycle Management processes and systems, ensuring all transactions for students are digital.

SECURE ANYWHERE, ANYTIME WORK WILL BE DELIVERED BY...

- Rolling out Mobile Device Management to facilitate an approach of any device, anywhere, anytime, for appropriate staff and PGR students whilst ensuring that our data remains protected.

- Developing easy to use, centrally provided, data repositories and services to provide flexible, yet secure, access to data, and where appropriate, off-site.

- Implementing digital preservation and data archiving policies and procedures, ensuring long term storage is safe, efficient and cost-effective.

- Providing online training materials on information assurance and data protection with regular refresher courses which will help people understand their responsibilities in relation to keeping our data safe. There is an expectation of completion of these training module but supported by additional expertise, available quickly, where and when required.

TRANSFORM PRACTICES AND OPERATING MODELS TO BENEFIT FROM DIGITAL ENHANCEMENT WILL BE DELIVERED BY...

- Delivering lecture capture technology to lecture and teaching rooms across campus, supporting the introduction of greater flexibility to our taught programmes.

- Facilitating the use of innovative teaching approaches such as flipped classrooms and the production of multimedia revision materials, and a multimedia learning repository.

- Ensuring the Digital Learning Environment supports digital innovation in teaching and integrates with the online marking, student records system and the collaboration environment, allowing a seamless transfer of information.

- Providing ongoing maintenance and updates of the current research computing facilities including LAMP, ALICE, and RFS, and extending this to include support for researchers to obtain more in-depth help to access the service and with coding and code optimisation.

- Removing the IT administration burden from academic staff allowing them to focus on the value adding research, yet facilitating easy access to new platforms and technologies whilst protecting the administrative systems.

- Integrating a suite of digital tools into one seamless channel with an easy access front end available on a cross-platform basis.

- Supporting the concept of the Fabulous First Year by enabling students to meet and collaborate before they physically arrive at Leicester using digital environments that will stay with them as they move into their studies.

- Extending the digital community beyond graduation and facilitating collaboration within the alumni community and between alumni and current students.

- Providing a single repository of accessible data, structured and unstructured, static (student records) and fluid (learner analytics: such as attendance, Virtual Learning Environment (VLE) usage, visits to the Library).

- Developing tools to allow evidence-based decision making through predictive modelling.

- Developing a data driven culture at the University where decision makers can use data science to not only gain valuable insight with confidence, but use those insights to model new ways of working and improving the student experience.

OUR
CULTURE AND ENVIRONMENT

- Digital is for all, not just for IT specialists or enthusiasts. Our Digital Strategy is recognised as a University wide strategy which is facilitated by the Director of IT but driven by the University as a whole.

- All members of the University community are aware of all the digital facilities and services that are available to them; they understand how to access these and can obtain training, support and expertise. They are confident operating in the digital world.

- Digital is at the core of how we operate, not an afterthought.

OUR
MEASURES
OF SUCCESS

WE WILL KNOW WE ARE SUCCESSFUL WHEN:

- As an applicant using my digital resources, I feel I am valued as an individual and I get the best understanding of what my Leicester experience could be.

- As a learner I can build a digital learning environment that is personalised, flexible and easy to use in order to meet my needs of anywhere, anytime learning. I am confident and competent working in a digital, scholarly environment. Furthermore I have access to accurate information about my progress that helps me understand what I can do differently to improve my outcomes.

- As a researcher the digital facilities of the University allow me to be more innovative with my research, I can obtain more grant funding and generate higher impact research.

- As a member of staff my time is valued and every opportunity is taken to use digital approaches to optimise practices and systems to allow me to do my job as efficiently as possible. I am confident and competent working in an agile, digital environment. Digital approaches enable me to be clear where I add value.

- As a decision maker in the University I have secure access to and can share all the information and data that I need to make fully informed decisions promptly. I am confident that this information and data is comprehensive and accurate, and it has been generated and will be preserved by digitally optimised, efficient and effective, business processes governed by appropriate controls and alerts.

- As a partner working with the University, I can access the information I need, share data and co-create resources with members of the University easily and securely.

- All members of the University are informed about the array of digital options available within my communities and aware of how to use these efficiently and effectively.

MEASURES
AND METRICS

DIGITAL IS AT THE CORE OF OUR BUSINESS

- At least 80% of staff have a digital objective as part of the appraisal process.
- Merit Award processes explicitly reward digital innovation.
- Job Summary Forms will include the digital skills required and will be used in hiring and promotion processes.

DIGITAL DRIVES INNOVATION

- At least 10 new course or course extensions facilitated by digital teaching provision.
- Speed of delivery of new technology to support the University will be increased.
- All core, repeatable data needed to support the decision making process will be available on demand, produced in an automated way.
- Ad hoc queries for information can be produced quickly via a business intelligence tool.

DIGITAL DRIVES PERFORMANCE

- All courses will meet a minimum digital standard and 50% will have a "digitalness" rating of Good or Excellent.
  - The minimum standard will include online marking, reading lists online, Blackboard sites, captured lectures and materials distributed electronically.
  - "Digitalness" will build upon this and assess the quality of materials on Blackboard, availability of digital collaboration space, use of other digital activities such as online tutorials, wikis etc.
- 100% of administrative records will be in digital format that drives down execution time and effort.
  - All paper forms are identified, and a plan for their replacement identified.
  - All paper forms replaced with workflow systems (not via email) which do not require data re-entry/keying.
  - Paper and print clicks reduced.
  - 100% of new processes will be designed and delivered digitally.
- Standard digital approaches to common activities such as collaboration, email and calendaring will be agreed with an expectation of active engagement.

DIGITAL IS PERSONAL

- Hardship scheme available to ensure all students have suitable technology to support their studies.

- All staff use a mobile technology as their primary device e.g. laptop, phone, tablet.

- Digital literacy rates across staff and student body are increased through training and uptake of the digital literacy online skills course at 20%.

- User satisfaction with IT provision will be measured annually through the IT Survey.

DIGITAL SAFETY AND DATA SECURITY ARE ASSURED

- All staff and Postgraduate research students complete data protection training on appointment and annually thereafter.

- All data is stored securely and data breaches are removed.

- Minimum of three per annum Internal Information Assurance Audits completed with 100% pass rate.

THE UNIVERSITY OF LEICESTER IS PIONEERING A **DISTINCTIVE ELITE...** COME AND JOIN US

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