# Digital Transformation Strategy

Academic Years 2021/22 – 2025/26

**U·H·I | INVERNESS**

Inverness.uhi.ac.uk

# Academic Years 2021/22 – 2025/26

**How to use this Strategy**

It is intended that this strategy will provide clear information to UHI Inverness' Board of Management, staff, students, and other stakeholders on our strategic approach to digital transformation and the underpinning development of our digital infrastructure and digital skills of our staff and students.

Staff should make use of this strategy when creating or amending policies and procedures, developing their quality enhancement plans, and setting team objectives.

**Context**

Digital transformation is critical to the sustained development of UHI Inverness.  Staff and students evolving the necessary capabilities to support this development is a core aim in our strategy and aligns with the UHI Learning & Teaching Enhancement Strategy. Digital transformation in this document is intended to encapsulate an organisation-wide effort. Specifically: continuing to develop a robust digital infrastructure, using system and process automation to enhance the experience of the human element within the organisational system, and the development of the wider digital capabilities that will be needed to action the intended digital transformation in the years to come. This means a focus on the scholarship of teaching and learning to support staff and students, using research-based approaches that have been evidenced to equip us all to function more effectively in the ever-changing digital world.

The strategy is underpinned by four objectives:

- To equip our students with the digital capabilities - knowledge, literacies, skills - and the self-efficacy they will need to succeed in life, learning and work.

- To equip our staff with the digital capabilities - knowledge, literacies, skills - and the self-efficacy they need to succeed in life, learning and their work at UHI Inverness.

- To continue to develop a digital campus with the technologies to support learning and collaboration in our hybrid learning environment, further enhancing the UHI value of 'connecting learning across communities' both inside and outside the campus.

- To develop the digitisation of our processes, systems, and procedures where they support effective working practices.

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Principal and Chief Executive: Prof. Christopher O'Neil
Inverness College UHI (known as UHI Inverness)
Scottish Charity No. SC021197

We will achieve this by:

- Embedding digital skills throughout the curriculum to support the development of students as skilled digital learners.

- Developing students' self-efficacy in digital use via coaching and course development, ensuring users embrace lifelong digital learning.

- Supporting our students across their digital learning journey, from online enrolment to academic research, ensuring the development of an enfranchised and engaged student population.

- Finding the balance between online safety and the experimentation needed to embody the UHI value of supporting 'the development of our students as reflective practitioners, as investigators, and as researchers' Supporting innovation - Learning and Teaching Enhancement Strategy (uhi.ac.uk)

- Educating our students on the implications of their digital actions for their future online life and developing knowledge of digital footprint, online conduct, and data use by digital corporations.

We will achieve this by:

- Recognising the value of individual digital skills development as central to ongoing professional learning that enables all staff to successfully fulfil their individual roles.
- Supporting staff to access ongoing learning opportunities, in a variety of formats, contextualised to enhance their individual digital capabilities.
- Providing high quality facilities and resources to support staff learning and skills development across the organisation.
- Enabling our lecturing staff to continue their journey from *Threshold* to *Exemplar* in their teaching practice on the Brightspace VLE in line with the LTA Benchmark information by offering a variety of development opportunities.
- Supporting lecturing staff to embed teaching practice that develops students' digital capabilities and subsequently their independence in learning, in line with Supporting innovation - Learning and Teaching Enhancement Strategy (uhi.ac.uk)

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**Strategic objective 3:**
**To continue to develop a digital campus with the technologies to support learning and collaboration in our hybrid learning environment, further enhancing the UHI value of 'connecting learning across communities' both inside and outside the campus.**

We will achieve this by:

- Providing a modern wireless network to support the use of mobile devices across our campuses; supporting staff and students to bring their own devices to study and communicate when in our buildings.
- Providing digital equipment and support to facilitate the hybrid learning environment with flexible learning and working spaces.
- Supporting all students with the equipment and facilities they need so they are not disadvantaged whilst studying.
- Providing online tools and a Virtual Learning Environment which enables flexible and student-centred learning, supporting positive student outcomes.
- Supporting students to ensure that diverse and individual digital needs are met, supporting digital equity.

**Strategic objective 4:**
**To develop the digitisation of our processes, systems, and procedures where they support effective working practices.**
We will achieve this by:

- Recognising the value of flexibility in the use of technology to support continuous improvement and change.
- Supporting the use of technology as a tool for improving processes and creating efficient systems that seek to ease rather than complicate working, teaching, and learning practices.
- Working with partners and the wider technology sector to share and learn from best practice which we can adapt to our unique context.
- Recognising that digital is not a substitute for human interaction and is a critical tool which can enhance the effectiveness of our work, supporting the wellbeing of our staff and students.

## Key Performance Indicators

Our institutional key performance indicators are set annually and monitored against profiled targets on a monthly basis. KPI reports are accessible to all staff and are reviewed regularly by relevant Board committees, as a mechanism for monitoring progress against our strategies.

| KPI Measures |
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| Early Satisfaction & Engagement Survey (ESES) |
| National Student Survey (NSS) (previous AY) |
| Student Satisfaction & Engagement Survey (SSES) |
| Post Graduate Taught Experience Survey (PTES) |