DIGITAL STRATEGY 2019-2022

OUR STRATEGIC OBJECTIVES to help the university deliver its mission, vision & strategy

The University’s digital mission is to ensure everyone in our community is equipped to effectively use digital services, data and technology with confidence, resilience and creativity in their learning, teaching, research and organisational support.

We will provide digital technology solutions which are highly performing, flexible and scalable to enable the university to adapt quickly and flourish in an increasingly challenging higher education environment.

1. Changing student lives through OUTSTANDING TEACHING & LEARNING
2. Enhancing science & society through INSPIRING RESEARCH & ENTERPRISE
3. SUPPORTING & DEVELOPING OUR STAFF
4. ENHANCING THE DIGITAL ENVIRONMENT

OUR THEMES

DIGITAL SKILLS
CONSISTENT
ONE UNIVERSITY
CREATIVE
SECURE
SIMPLE
CLOUD
SERVICE
GOVERNANCE

OUR DIGITAL JOURNEY 2013-2022

2013
2014
2015
2016
2017
2018
2019
2020
2021
2022

Virtual Learning Environment enhancements - Greenwich Connect
Research repository
Student Course Evaluation
VOIP & Call Centre
Stockwell Street build
Identity & Access Management
Mobile App
Smart Card & Building Access Control
Infrastructure consolidation & distribution (private cloud)
Desktop consolidation to Windows 7
IT governance introduced
IT Service Transition
IT Service Management tools & processes
Lecture Capture automation
Unified Library Management System
Business Intelligence & Reporting programme (multi phase)
Recruitment CRM & communications
Web Site rebuild (multi-phase - platform, architecture, prospectus, content)
Network Improvement Programme (segmentation, resilience, performance, tools)
Attendance Monitoring
Security improvement programme (governance, infrastructure, tools, training)

Develop our PEOPLE

Excellent IT service
Foster creativity & skills
Embed value & facilitate change

Enhance our PROCESSES

Simple, consistent adoption
Achieve scale & agility via the cloud
Drive decisions by data

Excellent STUDENT EXPERIENCE

Self Service by default
Publicly available 21st century high quality learning spaces
Enable personalised support

Facilitate Effective RESEARCH

Enable effective collaboration
Enable simplified processes
Enable enabling infrastructure

Develop and implement the “Greenwich Digital Skills Framework”

Assessments lifecycle Improvement Programme (multi-phase)
Office 365 (collaboration, communication, mobility)
High Performance Computing (HPC) as a service
Enterprise Integration & Workflow platform
Student Records, self-service & Finance systems (major upgrade)
Open Data

Cloud products and services will be selected by default to gain benefits of scalability and as-a-service solutions.

INTEGRATE NOT DUPLICATE

Data should be integrated not repeated, with a common meta data model applied throughout.

COMMON USER INTERFACES

User interfaces will be designed to be thematically consistent and will be simple to navigate and use.

SECURITY IS EVERYONE’S BUSINESS

IT security must be embedded in our culture and within our governance, technology, applications and data.

SERVICE EXCELLENCE

We will provide proactive support without delay, the way each student or colleague prefers to access it, to make effective use of available resources and to remove or eliminate unnecessary barriers.

INDIVIDUAL EXPERIENCE

Boost individual productivity by providing an intuitive, effective and consistent self-service oriented experience that enables students and staff to learn, teach and work from anywhere at any time.

ALWAYS REALISE BENEFIT

Ensuring staff and students have the skills to use the digital solutions that are provided is crucial in ensuring our community gains the value from its investment in technology.

OUR DRIVING PRINCIPLES

DIGITAL BY DEFAULT
We will be digital by default, ensuring digital is considered at the outset of every initiative.

WE ARE ONE UNIVERSITY
We will operate consistently as an organisation, ensuring our processes and methods of working are simple and uniformly applied.

SPACE TO BE CREATIVE
Opportunities to be creative through the application of digital technology will be exploited wherever possible.

PAPERLESS ENVIRONMENT
We will become a paperless organisation and bureaucracy will be questioned and removed wherever possible.

TECHNOLOGY EXCELLENCE
Our technology solutions and infrastructure will be considered excellent and facilitate services which add value to every aspect of university life.

PRODUCT FIRST
We will make use of commercial products and services by default and only develop internally where there is no viable alternative.

CLOUD FIRST
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Information & Library Services | May 2019 | Release 17 | Governing Body - 13th May 2019
IN 2022, WE WILL SUCCEED IF

OUR MEASURES & KPIs

STAFF DIGITAL CAPABILITIES
- All staff should have at least one digital objective in their appraisal every year.
  - STUDENT FEEDBACK
  - The National Student Survey scores for IT services and wider learning resources are always above the sector average.
  - LECTURE CAPTURE
  - Flipped classroom, requires the use of Lecture capture.
  - DIGITAL LEARNING RESOURCES
  - Modules should have structured digital learning resources lists to ensure students are fully aware and easily able to access the readings or resources expected.
  - SYSTEM AVAILABILITY
  - Ensuring unplanned downtime is kept to an absolute minimum is crucial in a digitally dependent organisation.
  - IT STAFF ENGAGEMENT
  - Highly skilled staff confident in their own ability to deliver strategic change and high quality services are crucial.
  - INTERNAL SECURITY AUDITS
  - Continuous self-evaluation of our conformity to information security legislation and processes is key to mitigating corporate risk.

There are no major security incidents. Cyber essentials accreditation is achieved. Major projects consistently deliver to time, cost and quality and deliver the intended value and benefit.

STUDENTS ARE INDIVIDUALS
When I applied to the University of Greenwich I felt my individuality was respected and receiving communications and information which really gave me a sense of what I should expect as a student within the Greenwich community.

As a learner there are tools and services which enable me to participate in my learning environment where and when it is convenient for me. The subject specific software I need to use is conveniently available. The remote which has enabled me to succeed despite having a range of personal commitments. Being able to collaborate with peers online and reply my lectures really has made a difference to my experience and performance. I am able to navigate the various digital tools and learning resources and understand how to curate and apply them to my work, which leaves me feeling confident as I approach my chosen career that I can effectively work within a digitally driven professional environment.

I am provided with timely feedback and information on my progress via the student portal which allows me to evaluate individual times to my performance and gain help and support where I need it.

RESEARCHERS ARE SUPPORTED
As a researcher the digital services, platforms and resources within the university support and enable my research to be more effective. Applying for new research grants and administering existing projects is straightforward and I am provided with information which enables me to evaluate the performance of my area of responsibility.

When I need access to high performance computing services or atypical digital infrastructure I am effectively supported. The projects I lead which require access to edge computing environments are always above the sector average.

EDUCATION 4.0 - INNOVATING FOR THE FUTURE

“Library staff are extremely helpful with accessing information. Academic skills staff extremely helpful providing feedback on essays and helping with structure. IT services (especially updated Moodle) easier to use. IT staff provide prompt reply and timely help.”

2018 NSS comment - Family Care and Mental Health student

IN 2022 - TARGET STAKEHOLDER EXPERIENCES

OUR PROCESSES WORK
As a member of the professional services I feel that digital is at the heart of everything I do. All of the processes I interact with are digitally driven and consistently applied across the university. The platforms I interact with are trusted and I have been provided with the necessary training and support to confidently and effectively carry out my duties, and it is clear that I add value to the university.

I feel empowered and enabled to suggest improvements to our processes and can see that my suggestions are valued and taken seriously.

SENIOR DECISION MAKERS ARE ENABLED
As a senior academic leader I am provided with secure access to the information I need to plan and make accurate and timely decisions to ensure our area of responsibility runs smoothly. I am confident that my academic and professional services staff are equipped with the appropriate skills to effectively work within the university’s systems, processes and data so that collectively we are able to succeed as an organisation.

ACADEMIC LIFE IS SUPPORTED
As an academic with multiple responsibilities I rely on the university’s digital platforms and services to be connected and as simple as possible to use. As a module leader, personal tutor and early career researcher my time is valued and every opportunity possible is used to optimise processes and procedures to enable me to do my job as effectively as possible.

I am confident in my ability to work in a digitally driven, agile environment and I am able to use the digital platforms to ensure my students are provided with the best possible information, feedback and support to optimise their performance and opportunity for success. Digital approaches make it clear where I add value within my teaching and growing research.

3. SUPPORTING & DEVELOPING OUR STAFF

Through the implementation of our Greenwich Digital Skills Framework, staff have the skills and capabilities to effectively use the digital platforms required to do their work. Staff are equipped with the confidence and resilience to embrace change and new ways of working.

The implementation of cloud based HR, Payroll and expenses solutions has transformed the efficiency and effectiveness of our HR processes.

Via the principles of “One University”, our business processes are optimised and applied consistently across the organisation. There is a culture of continuous improvement where all staff are empowered to surface ideas and suggestions for better ways of working.

Bureaucracy has been minimised and paper based processes have significantly reduced. Staff are able to effectively communicate, collaborate and work from anywhere at any time.

1. Changing student lives through OUTSTANDING TEACHING & LEARNING

Strategically crucial external measures via the Teaching Excellence Framework (TEF) and National Student Survey (NSS) have benefited from the improved application of Digital. The majority of modules are augmented with high quality e-learning content.

Via the Greenwich Digital Skills Framework, students leave the university with digital competencies and a confidence that enables them to succeed in life and their chosen career.

All of our core classrooms and learning environments are good quality and academic staff are equipped with the necessary skills to effectively use the spaces and equipment.

Innovative teaching delivery is embraced and facilitated via managed Technology Enhanced Learning Initiatives being successfully implemented alongside some fully online delivery.

Assessment and feedback processes are fully integrated and provide solutions that facilitate a high quality assessment environment for students and academic staff.

Students have access to key subject specific software from anywhere at any time.

The student experience has an element of personalisation via the use of advanced learning analytics.

Processes associated with student support casework ensure academic and pastoral support services are seamless.

2. Enhancing science & society through INSPIRING RESEARCH & ENTERPRISE

Compliance requirements for the Knowledge Exchange Framework (KEF) and Research Excellence Framework (REF) 2021 are successfully provided.

Researchers, administration and reporting is centralised via digitally driven workflow and an integrated information system.

High Performance Computing (HPC) and High Throughput Computing (HTC) are brokered and provided flexibly via the cloud, and fully embedded across the university.

Multi-disciplinary and multi-partner research is effectively facilitated via digital communication and collaborative environments.

4. ENHANCING THE DIGITAL ENVIRONMENT

The majority of our information systems are delivered via “software as a service” and our infrastructure is predominantly contained via “as a service” providers.

Our website facilitates effective recruitment processes and contains world class content.

The majority of our information systems are delivered via “software as a service” and our systems and services rely.

My focus on the Digital Strategy is about the transformation of technology will pervade where the ubiquitous adoption of technology will pervade where the ubiquitous adoption of technology will pervade where the ubiquitous adoption of technology will pervade where the ubiquitous adoption of technology will pervade where the ubiquitous adoption of technology will pervade where the ubiquitous adoption of technology will pervade where the ubiquitous adoption of technology will pervade where the ubiquitous adoption of technology will pervade where the ubiquitous adoption of technology will pervade where the ubiquitous adoption of technology will pervade where the ubiquitous adoption of technology will pervade where the ubiquitous adoption of technology will pervade where the ubiquitous adoption of technology will pervade where the ubiquitous adoption of technology will pervade where the ubiquitous adoption of technology will pervade where the ubiquitous adoption of technology will pervade 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