

# Strategic Digital Transformation Plan CITI University

2024 – 2029





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## I- CITI University signature

CITI University, established in 1998 in Mongolia, stands as a beacon of higher education, dedicated to pioneering advancements in learning, innovation, and community engagement. Over the years, CITI University has evolved into a vibrant educational institution, home to approximately 2000 students and 150 teachers, offering a wide array of programs and courses designed to meet the diverse needs of its student body. The university is deeply committed to its vision of creating value in society by nurturing humane, cultured individuals who possess lifelong learning capabilities and knowledge. This vision is not just a statement of intent; it is the guiding principle behind every decision, strategy, and initiative undertaken by the institution.

The university's values of integrity, inclusivity, innovation, and lifelong learning form the cornerstone of its identity and its approach to education. These values reflect the institution's commitment to fostering an environment that encourages academic excellence, personal growth, and social responsibility among its students and staff. As CITI University looks towards the future, it is keenly aware of the transformative potential of digital technology in enhancing the educational experience and expanding its reach and impact.

The objectives of CITI University's Digital Transformation Strategy are intrinsically aligned with its vision and values, embodying the institution's commitment to leveraging digital technology to enhance educational quality, accessibility, and effectiveness. This strategy is not merely about adopting new technologies; it is about reimagining the role of education in the digital age and ensuring that CITI University remains at the forefront of educational innovation.

The first objective of the Digital Transformation Strategy is to enhance the digital competency of the university community. This involves not only equipping students and staff with the necessary digital skills and tools but also fostering a culture of digital literacy and critical thinking that empowers individuals to navigate the complexities of the digital world effectively. By doing so, CITI University aims to create a learning environment that encourages creativity, collaboration, and innovation, ensuring that its graduates are well-prepared to contribute meaningfully to society.

Another key objective is to improve the quality and accessibility of education through digital platforms and resources. CITI University recognizes the potential of digital technology to transcend geographical and socio-economic barriers, making education more inclusive and accessible to a broader audience. By developing and implementing a comprehensive digital learning management system, integrating digital resources into the curriculum, and offering online courses and programs, the university seeks to provide flexible, engaging, and high-quality educational experiences to all students, regardless of their background or circumstances.

CITI University also aims to foster innovation and research through digital transformation. By leveraging digital tools and platforms, the university seeks to enhance its research capabilities, promote interdisciplinary collaboration, and facilitate the sharing and dissemination of knowledge. This includes the development of ResearchHub, a digital platform designed to support researchers in producing and publishing high-quality research papers according to international standards. Through these initiatives, CITI University aims to contribute to the advancement of knowledge and address the challenges facing society.

Furthermore, the Digital Transformation Strategy focuses on building partnerships and engaging with the community through digital channels. CITI University understands the importance of collaboration and community engagement in achieving its vision and values. By leveraging social media, digital marketing, and online platforms, the university seeks to strengthen its connections with alumni, industry partners, and the wider community, promoting a culture of lifelong learning and social responsibility.

In implementing its Digital Transformation Strategy, CITI University is guided by the principles of sustainability, security, and ethical considerations. The university is committed to adopting environmentally sustainable practices in its digital initiatives, ensuring the security and privacy of digital information, and promoting ethical conduct in the use of digital technologies.

In conclusion, CITI University's Digital Transformation Strategy is a reflection of its vision and values, embodying the institution's commitment to leveraging digital technology to enhance the quality, accessibility, and impact of education. Through this strategy, CITI University aims to prepare its students for the challenges and opportunities of the digital age, foster a culture of innovation and lifelong learning, and contribute to the betterment of society. As CITI University embarks on this transformative journey, it remains steadfast in its commitment to excellence, inclusivity,



and social responsibility, ensuring that its digital transformation aligns with its core values and strategic objectives: ***To create value in society by nurturing humane, cultured individuals with lifelong learning capability and knowledge (Хүнлэг, соёлтой, насан турш суралцах чадвар, мэдлэг бүхий иргэнийг бэлтгэн нийгэмд үнэ цэн бүтээх)***

## II- Introduction

The introduction to the Strategic Digital Transformation Plan for CITI University sets the stage for a comprehensive roadmap designed to steer the institution through significant advancements in digital education and infrastructure over the next five years (2024-2029). This ambitious endeavor is propelled by the Digital Move project, co-funded by the European Commission under the Erasmus+ program, aiming to bridge the digital divide in Mongolia and Vietnam by facilitating the digital transformation of Higher Education Institutions (HEIs). The project recognizes the urgent need for Mongolian HEIs, including CITI University, to modernize and adapt to the digital age, ensuring that they remain competitive and capable of meeting the evolving demands of both students and the broader educational landscape.

The university's strategic digital transformation plan is meticulously structured around six core elements, each addressing critical aspects of digital integration and innovation within the institution. These elements include Organizational Digital Culture, Knowledge Creation and Innovation, Knowledge Development, Knowledge Management and Use, Knowledge Exchange and Partnerships, and Digital and Physical Infrastructure. Each section outlines specific strategies, actions, and measurable objectives aimed at enhancing the university's digital capabilities, from fostering a culture of digital literacy and innovation among staff and students to upgrading technological infrastructure and fostering international partnerships for knowledge exchange.

Central to this transformation is the university's commitment to aligning its digital strategies with its overarching vision: to create societal value by nurturing individuals who are humane, cultured, and equipped with lifelong learning capabilities and knowledge. This vision underscores the plan's emphasis on developing competitive educational offerings, such as the School Management System, ResearchHub, and an open-source education portal, which collectively aim to improve the creation and dissemination of digital educational content across various platforms.

The plan is not just about technological upgrades; it represents a holistic approach to digital transformation that encompasses cultural shifts, leadership engagement, stakeholder participation, and a focus on achieving local and international impact. By weaving these elements into the fabric of its strategic objectives, CITI University sets a clear path toward not only enhancing its digital infrastructure and educational services but also reinforcing its role as a leader in the digitalization of higher education in Mongolia.

This introduction serves as a comprehensive overview of CITI University's strategic intentions, laying the groundwork for detailed action plans and setting the stage for a transformative journey that will leverage digital technologies to achieve educational excellence and societal contribution.

## III- Digital Transformation current situation

The current digital transformation (DT) situation at CITI University has been comprehensively assessed, considering institutional, technological, financial, and human barriers alongside internal enablers. The evaluation reveals a nuanced landscape of digital maturity, highlighting both strengths and areas for development.

### **Institutional, Technological, Financial, and Human Capacities for Digital Transformation**

- Based on the detailed self-assessment document provided by CITI University as part of the DIGITAL MOVE project, several key barriers, lacks, enablers, and strengths related to Institutional, Technological, Financial, and Human capacities for digital transformation were identified. The identified barriers and lacks mainly revolve around a moderate degree of lack of motivation among university personnel, national regulations and compliance with data security acts, funding opportunities, and the challenges in maintaining up-to-date digital infrastructure. Additionally, the lack of staff resources, support, and maintenance services for digital technologies, as well as concerns about safeguarding individuals' data privacy, were highlighted.



- Conversely, CITI University possesses significant enablers and strengths that can facilitate its digital transformation journey. These include a specific digital transformation strategy, international collaboration, major investments in equipment and infrastructure, proactive staff participation, comprehensive training on digital skills, and national and local initiatives that support digitalization. Particularly noteworthy is CITI University's strategic planning that encompasses a wide range of priorities from program development to enhancing technological infrastructure. The implementation of Microsoft 365 Education package stands as a testament to the university's commitment to improving its digital ecosystem.
- To address the identified barriers and improve upon the enablers, the document suggests a multi-faceted approach. This includes further developing the digital infrastructure, enhancing staff training programs, leveraging international collaborations for best practices, and ensuring compliance with national regulations for data security. Furthermore, it emphasizes the importance of engaging with all stakeholders within the university to foster a culture of digital innovation and readiness for change.
- The strategic planning initiative, the establishment of an Online School, and investments in digital content production and infrastructure are critical steps towards realizing CITI University's digital transformation objectives. However, to bridge the identified gaps, a concerted effort is needed to motivate personnel, secure additional funding, and streamline data management processes across the university. This entails creating an environment that not only supports but also rewards innovation, collaboration, and a forward-thinking approach to education and administration.
- In summary, while CITI University faces challenges in its digital transformation journey, the institution also has robust strategies and resources to overcome these obstacles. By focusing on its strengths and addressing the barriers through strategic initiatives and stakeholder engagement, CITI University can achieve its digital transformation goals, enhancing its educational offerings, research capabilities, and overall institutional efficiency.

### **Culture shifts, Workforce and Technology enablers that allow for the digital transformation**

#### **Barriers and Lacks:**

- **Motivation Among Personnel:** A significant barrier to digital transformation at CITI University is the varying levels of motivation among staff to adopt new technologies, with particular challenges in moving from popular public technology services to official systems. This has led to fragmented data and redundancy.
- **Regulatory Challenges:** Compliance with national regulations, including the Personal Data Security Act, presents technical and regulatory challenges.
- **Funding:** While improving, funding availability remains a moderate challenge, impacting technology investments and infrastructure enhancements.
- **Digital Infrastructure:** The university has made strides in improving digital infrastructure but faces challenges in unified user record creation, data consolidation, and enhancing Moodle integration.

#### **Enablers and Strengths:**

- **Strategic Planning:** The university has a comprehensive strategic plan extending to 2025, focusing on program development and research activities. The establishment of an Online School is a step towards digital transformation.
- **Investment in Infrastructure:** There's a consistent increase in investment in IT systems and research grants.
- **Collaborative Decision-Making:** The IT department employs collaborative decision-making models, enhancing data utilization and prioritizing tasks based on impact and importance.
- **Training and Skills Enhancement:** Continuous training sessions on Microsoft 365 applications and methodologies are organized to improve staff competencies.

#### **Identified Improvements Needed:**

- **Enhancing Motivation and Adoption:** There's a need to further encourage staff and personnel to embrace official systems and technologies, potentially through targeted training and awareness programs.
- **Regulatory Compliance and Data Security:** Strengthening compliance mechanisms and enhancing data security measures to align with national regulations.
- **Infrastructure Development:** Continued investment in upgrading the digital infrastructure, including network connectivity, smart classroom setups, and integration of digital platforms.



- Human Resources: Addressing the shortage of staff resources, particularly in project management, development, and technical support, is crucial for ongoing and planned systems.

## IV- Strategic planning for the future of the institution

### 1. Organizational Digital Culture

**Summary:** This component emphasizes cultivating a digital-first mindset among all university stakeholders. By fostering an environment where digital literacy, innovation, and adaptability are paramount, the plan aims to seamlessly integrate digital tools into everyday activities, encouraging collaboration and enhancing efficiency across the board. The focus is on nurturing a digital ecosystem that supports ongoing learning, creativity, and the strategic use of technology to drive organizational goals.

**Maturity Level:** Emerging to Established. The plan is in progress, aiming to model an inclusive digital culture that supports continuous learning and innovation.

**Team:** Management, staff, and student representatives.

**Key Actions:** Implementing a Digital Culture Development Program and establishing a Digital Culture Committee.

**Measurement:** Increase in digital competency levels and alignment of digital practices with organizational values.

### 2. Knowledge Creation and Innovation

**Summary:** This segment is dedicated to leveraging digital advancements to bolster CITI University's position as a hub for research and innovation. By staying ahead of technological trends and incorporating cutting-edge digital tools into research methodologies, the university aims to enhance its research output, encourage innovative thinking among its community, and establish itself as a leader in digital transformation within the educational sector.

**Maturity Level:** Not started to Established, indicating a foundational stage aiming for significant growth.

**Team:** Trends Monitoring System team, Collaboration Networks.

**Key Actions:** Establishing Trends Monitoring System, engaging in benchmarking activities, and fostering international collaborations.

**Measurement:** Number of new partnerships, effectiveness in implementing digital culture initiatives.

### 3. Knowledge Development

**Summary:** Focused on redefining educational content and delivery, this element aims to blend traditional learning with digital innovations. By embedding digital tools and resources into the curriculum, the plan not only seeks to enhance the learning experience but also prepare students for the digital world. The initiative includes the development of digital competencies, the use of digital assessment methods, and the incorporation of online and blended learning strategies to create a more engaging and effective educational environment.

**Maturity Level:** Emerging to Established, with planned initiatives to integrate digital capabilities into curricula.

**Team:** Digital Learning Strategy Committee, Curriculum Innovation Team.

**Key Actions:** Developing a digital learning and TEL strategy, integrating digital assessment frameworks.

**Measurement:** Satisfaction rates among faculty and students, incorporation of TEL approaches.

### 4. Knowledge Management and Use

**Summary:** This area is geared towards optimizing the acquisition, storage, and utilization of knowledge through digital means. The strategy involves implementing robust digital platforms that facilitate easy access to information, support collaborative work, and enable the efficient management of digital resources. The goal is to ensure that knowledge is effectively used to support learning, teaching, and research activities, thereby enhancing the overall productivity and innovation capacity of the university.

**Maturity Level:** The document does not explicitly detail this segment, suggesting a need for defining actions and measures in knowledge management and use.



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## 5. Knowledge Exchange and Partnerships

**Summary:** Aiming to extend CITI University's reach beyond its physical boundaries, this component focuses on establishing and nurturing partnerships that facilitate knowledge exchange. By leveraging digital platforms for collaboration, the university seeks to engage with a wider community of scholars, industry leaders, and institutions worldwide. The initiative is designed to enhance the quality and impact of its research, enrich the student learning experience, and contribute to societal development through the dissemination of knowledge and innovation..

**Maturity Level:** Emerging to Established, with a focus on expanding reach and fostering a collaborative ecosystem.

**Team:** Partnerships and Collaborative Projects teams.

**Key Actions:** Establishing partnerships, promoting joint research projects, and facilitating international exchanges.

**Measurement:** Number of partnerships and joint projects, qualitative impact assessments.

## 6. Digital and Physical Infrastructure

**Summary:** This section underscores the critical importance of a robust and sustainable infrastructure that supports the university's digital transformation goals. By harmonizing physical assets with digital technologies, the plan aims to create an intelligent campus environment where efficiency, sustainability, and user experience are paramount. This includes the adoption of smart technologies to enhance campus operations, the development of green initiatives to support environmental sustainability, and the implementation of advanced security measures to protect digital and physical assets.

**Maturity Level:** Emerging to Established, with ongoing initiatives for robust infrastructure and sustainable practices.

**Team:** Infrastructure Assessment and Upgrade Team, Sustainability Initiatives Team.

**Key Actions:** Upgrading digital research systems, enhancing physical infrastructure, implementing data security measures.

**Measurement:** System performance metrics, compliance with sustainability goals, security incident rates.

## V- Conclusion:

As we conclude the Strategic Digital Transformation Plan for CITI University, it is imperative to reflect on the journey we have embarked upon, the milestones we aim to achieve, and the profound impact we envision for our institution and its community. The digital era presents both challenges and opportunities for higher education institutions, and CITI University is poised to navigate this landscape with agility, innovation, and a deep commitment to our core values and vision.

In the short term, CITI University aims to establish a robust digital infrastructure, enhance digital literacy among students and staff, and integrate digital tools and resources across all facets of our educational offerings. These steps are crucial for laying the foundation of a more dynamic, inclusive, and effective learning environment. In the long run, our goal is to position CITI University as a leader in digital education, not just within Mongolia but on a regional scale. We aim to foster a culture of innovation, research excellence, and community engagement, leveraging digital transformation to enhance our impact on society.

The digital transformation at CITI University entails comprehensive changes at structural, institutional, and individual levels. Structurally, we are optimizing our IT infrastructure and digital resources to support advanced educational practices. Institutionally, we are revising policies and strategies to encourage digital innovation and ensure that our digital transformation aligns with our mission and vision. On an individual level, we are committed to empowering our faculty, staff, and students with the skills and knowledge necessary to thrive in a digitalized world. These changes are designed to not only enhance our operational efficiency and educational quality but also to enrich the experience and outcomes for every member of our community.

Our commitment to this digital transformation is unwavering. We pledge to continuously evaluate and adapt our strategies to meet the evolving needs of our students, faculty, and the broader community. A key component of our success is the active engagement of all stakeholders. Through forums, workshops, and collaborative projects, we are fostering an inclusive dialogue around digital transformation, ensuring that every voice is heard and that the changes we implement are beneficial for all. We are also extending our efforts to integrate digital transformation initiatives with other ongoing projects and strategic groups within the university, creating synergies that amplify our impact.

To ensure the exploitation and sustainability of our digital transformation efforts, CITI University is actively seeking collaborations with industry partners, governmental bodies, and international organizations. These partnerships are vital for sharing knowledge, resources, and best practices. By aligning our digital transformation with broader societal and economic objectives, we are not just advancing our institution but also contributing to the development of our nation and the global community.





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The Strategic Digital Transformation Plan is more than a roadmap for integrating technology into our operations; it is a declaration of our commitment to harnessing digital innovation for the betterment of our university and society. As we move forward, we are excited about the possibilities that lie ahead. We are confident that through collective effort, continuous learning, and a steadfast commitment to our values, CITI University will not only navigate the challenges of the digital era but will emerge stronger, more inclusive, and more influential than ever before. This plan is a testament to our dedication to creating a future where technology empowers everyone at CITI University to achieve their fullest potential.

## VI- Annexes

### A) Annex I: DT Institutional self-assessment.

#### **Introduction**

This self-assessment is part of the WP2 and aims to start the reflection on the level of digital maturity of your university. This tool will allow to assess the digital existing and potential capabilities. Each Mongolian and Vietnamese institutions have to fill in this questionnaire and add as much as possible information to help European partners to understand better their situation.



This questionnaire will be sent to European partners before the 6th November 2023. The results of this self-assessment will be used as the base for the working sessions organized during the study visits in Europe.

Target groups: the Digitalization team is in charge of fill in this self-assessment. Nevertheless, a consultancy with other staff (IT services, teachers, administrative staff...) is necessary to have a comprehensive overview of the institution situation.

This questionnaire analyse all the elements including in the term "Digital Transformation". According to the Educase definition: "Digital transformation is the process of optimizing and transforming the institution's operations, strategic directions, and value proposition through deep and coordinated shift in culture, workforce, and technology". Partners are expected to concentrate not only on the technology, but specially in the intentional changes and shifts in culture of their institutions.

Step 1- To identify the barriers that your institution faces to implement Digital Transformation, but also the enablers you can count on

1.1 – Identify if the following barriers affect the Digital Transformation in your institution, and in what degree. Please add extra information on the reasons of these barriers.

Table with 6 columns: Type of barrier, Major barrier, Moderate barrier, Minor barrier, Not a barrier, Comments / Explanation. Row 1: Lack of motivation, Minor barrier (checked), Comments: While the management of CITI University and a significant portion of its personnel exhibit a strong interest in adopting modern technology, the presence of a lack of motivation among university personnel can indeed pose a challenge in the context of digital transformation efforts. For example one the challenges is broader use of public technology services such as social media in managing processes, which gives certain degree of advantage in terms of popularity among students and teachers, as well as simplicity of use, but gives a lesser motivation to switch to official school systems. As a result it causes difficulty of gathering structured process data, lesser flexibility to implement additional systems etc. Another related issue pertains to data management using standard tools like Excel, which, until now, have enabled users to address or optimize their processes at the departmental, unit, or personal level. This often leads to highly fragmented and less granular data, with multiple redundant versions across



				<p>organization. Employees who work with such data tables tend to stick with them.</p> <p>On the other hand, surveys show that when properly implemented, systems and process management can lead to greater user readiness and adaptability for change than we might assume. This observation predominantly holds true for the university's full-time employees. However, part-time teachers, who can be also employed by other institutions, are more likely to have user accounts in similar Student Management Systems (SMS) or Learning Management Systems (LMS), giving them an advantage due to familiarity. Nevertheless, this advantage can vary depending on internal processes, organizational culture, and differences in technology, sometimes leading to potential liabilities.</p>
National regulation		√		<p>In a broader context, state and national regulators in Mongolia recognize the importance of enhancing the efficiency of the education system, with digital transformation being one of the key issues for improvement. However, there are several technical and regulatory challenges associated with the implementation of technology and ensuring data security. This includes compliance with acts such as the Personal Data Security Act that must be adhered to.</p> <p>Another aspect is fulfilment of requirements from national agencies such as Education Evaluation Center and Mongolian National Council For Education Accreditation. Those requirements include:</p> <ol style="list-style-type: none"><li>1. To have unified information system (SMS, DMS, ERP etc)</li><li>2. To have LMS and have significant number of education materials</li><li>3. To have necessary infrastructure for remote and online study</li></ol>
Lack of funding opportunities			√	<p>While scarcity of funds is becoming lesser problem compared with previous decades in Mongolia and its higher education system, funding availability remains a moderate challenge in our pursuit of Digital Transformation at the university. This challenge, though not</p>



					prohibitive, warrants careful consideration. A steady and reliable stream of financial resources is vital to support the technology investments, infrastructure enhancements, and skill development efforts necessary for a successful digital transformation endeavor.
Lack of digital infrastructure		√			<p>CITI University's digital infrastructure has shown gradual improvement year by year. One of the major milestones for CITI University was the implementation of the Microsoft 365 Education package.</p> <p>Currently, we are addressing several key challenges and working on solutions, including:</p> <ol style="list-style-type: none"> <li>1. Establishing a unified user record and a single authentication method for all systems, including our Learning Management System (LMS), using the Microsoft Authentication Library.</li> <li>2. Developing a robust Student Management System (SMS).</li> <li>3. Consolidating data.</li> <li>4. Enhancing Moodle and integrating it with our SMS and Microsoft Office 365.</li> <li>5. Create digital learning platform with higher availability, including open courses.</li> <li>6. Defining and implementing a comprehensive digital content production process from initial creation to the final product.</li> <li>7. Elevating our website to serve as an essential platform and module for the SMS, rather than just a landing page.</li> <li>8. Improving overall network availability and upload speed in classrooms, to support uninterrupted online sessions.</li> <li>9. Enhance technical capacity of classrooms by installing camera, smart displays and stations.</li> </ol>
Lack of staff resources		√			<p>Currently CITI University is focusing on creating and implementing holistic system for various purposes of managing school processes.</p> <p>In order to achieve expected outcome we need to have efficient project management, development, technical support and training workforce for ongoing and planned systems.</p>
Lack of support and maintenance services for digital technologies			√		<p>One of the improvements need to make is efficient ticketing and resolution process implementation for users as</p>



					used systems also becoming more complex.
Insufficient cross-institution planning or coordination			√		Due to its compact structure and efficient work coordination among management, CITI University has been relatively less affected by such issues. However, as I mentioned earlier, the outdated local handling and data management practices within departments present challenges for achieving efficient digital transformation.
Cost of ongoing investments as digital technologies advance			√		The rapid pace of technological advancement continually generates a multitude of investment needs aimed at maintaining competitiveness and ensuring that our infrastructure remains up-to-date. Embracing emerging technologies in education, such as artificial intelligence, cloud computing, cybersecurity solutions, and data analytics, is not only essential for staying relevant but also for driving innovation and efficiency. For example one of the planned
Overall cost/affordability		√			As mentioned above
Insufficient level of digitized processes		√			As mentioned above
Insufficient level of digitized information		√			As mentioned above
Concerns about safeguarding individuals data privacy		√			As mentioned above

**1.2 - Please add any barrier your institution may encounter and which are not listed above.**

Type of barrier	Major barrier	Moderate barrier	Minor barrier	Not a barrier	Comments / Explanation
Insufficient target users research and job market research		√			Improving the quality of education content based on target audience research to identify real needs of users is an important part of our digital transformation. Therefore, one of our primary goals shall be focus on remote area students as well as student
Insufficient analysis of high level education systems		√			There is a lack of in-depth, real-world analysis of how high-ranking universities utilize LMS and SMS systems in practical, on-field settings

Type of enablers (some examples, please delete those not relevant and insert others)	How this enhance DT?	Comments / Explanation
Specific Digital Transformation Strategy	Planned Specific DT strategic plan should have following criteria in terms of enhancement of digital transformation delivery:	



	<ol style="list-style-type: none"><li>1. To provide a clear and well-defined path for the organization to follow, ensuring that all efforts are aligned with CITI university goals, objectives and vision.</li><li>2. To help in prioritizing initiatives, ensuring that resources are allocated efficiently to areas that will have the most significant impact on the organization's digital maturity.</li><li>3. To allow for the effective allocation of financial, technological, and human resources in further digital transformation initiatives.</li><li>4. To include strategies for managing and guiding the cultural and organizational changes that often accompany digital transformation efforts.</li><li>5. To establish key performance indicators (KPIs) and metrics for tracking progress, enabling organizations to measure the success and delivered value of their digital transformation efforts.</li><li>6. To identify potential challenges and risks and outlines strategies for mitigating them, reducing the chances of costly setbacks.</li><li>7. To ensure that all stakeholders are on the same page, from management to employees, fostering collaboration and a shared understanding of the digital transformation journey.</li><li>8. To ensure an adequate level of flexibility to adapt to emerging factors, such as disruptive technologies, pandemics, or other unforeseen events without shifting away from main goals and objectives of the CITI university.</li></ol>	
<p>International collaboration and projects with other partners in this field</p>	<p>Collaborating with international partners in the higher education system can significantly enhance our digital transformation efforts in several ways:</p> <p>Access to Expertise: Partnering with institutions from different countries can provide access to a diverse range of expertise and best practices in digital education, technology, and pedagogy.</p> <p>Innovation Exchange: International collaboration encourages the exchange of innovative ideas and solutions, fostering a culture of continuous improvement and technological advancement.</p> <p>Resource Sharing: Joint initiatives with international partners can lead to resource sharing, reducing costs, and enabling the</p>	<p>We are looking forward from our international partners following:</p> <ol style="list-style-type: none"><li>1. Digital content created for project.</li><li>2. Delivering digital contents to target group</li><li>3. Insights on their SMS, LMS solutions.</li><li>4. Sharing ideas on improvement of Digital transformation activity</li></ol>



	<p>acquisition of advanced technologies and tools.</p> <p>Global Perspective: Working with international partners broadens the organization's global perspective, enabling it to stay abreast of global trends and developments in the field of digital education.</p> <p>Cultural Understanding: Collaboration promotes cultural understanding and inclusivity, which is vital for creating digital content and platforms that cater to a diverse audience.</p> <p>Wider Reach: Partnering with international institutions can extend the reach and impact of digital education programs, potentially attracting a broader audience of students and learners.</p> <p>Research Opportunities: Collaborative efforts can lead to joint research projects, expanding opportunities for cutting-edge research in digital education.</p>	
<p>Major investments in equipment and infrastructure</p>	<p>Major investments in equipment and infrastructure in our university can play a pivotal role in advancing digital transformation in the following ways:</p> <p>Technological Capabilities: Upgrading equipment and infrastructure provides the foundation for deploying advanced digital tools and platforms, enabling innovative teaching and learning methods.</p> <p>Scalability: Enhanced infrastructure allows for the scalable deployment of digital resources, accommodating the growing demands of a modern digital education environment.</p> <p>Quality and Efficiency: State-of-the-art equipment and infrastructure contribute to the delivery of high-quality digital content and services, improving efficiency and user experience.</p> <p>Connectivity: Improved infrastructure enhances network connectivity, ensuring students and faculty have reliable access to online resources and remote learning opportunities.</p> <p>Security: Investment in security infrastructure safeguards digital assets and protects against cybersecurity threats, preserving the integrity of digital systems.</p> <p>Innovation: Modern equipment and infrastructure foster a culture of innovation, encouraging the development of new digital</p>	<p>Currently we are undergoing renovation of our classrooms to make them equipped and ready for online sessions, creating digital content. This means better network connectivity, camera and audio devices, and smart displays with OS.</p>



	<p>solutions and strategies. For example, implementation of</p> <p>Competitive Edge: A well-equipped university can attract top talent and students, enhancing its competitive position in the higher education landscape.</p>	
<p>Proactive participation of staff in this field</p>	<p>Staff active participation in our can provide us with:</p> <ol style="list-style-type: none"> <li>1. More user related requests and data which will help to develop better training programs</li> <li>2. Establishment of better communication methods and channels</li> <li>3. Given autonomy for staff/users to contribute their own ideas, innovations, and suggestions for digital transformation initiatives will result better acceptance and usage in future</li> <li>4. Farther reach to end users and promotion of a culture that values digital literacy, innovation, and adaptability, making digital participation an integral part of the university's identity</li> <li>5. Recognize and promote future leaders</li> </ol>	<p>We are working currently with the staff on data unification on implementation of SMS and LMS improvement tasks.</p> <p>Also we are expecting to have wide cooperation on user testing and surveying on digital needs of all final users.</p>
<p>Training on digital skills</p>	<p>Empowered Workforce: Digital skills training empowers staff and faculty to effectively utilize digital tools, platforms, and technologies, contributing to a more capable and confident workforce.</p> <p>Innovation: Skilled individuals are more likely to innovate and create new digital solutions that can streamline processes and improve the overall digital ecosystem of the university.</p> <p>Adaptability: Training enhances staff's adaptability in the face of evolving technologies, ensuring that the university can stay current and responsive to digital trends and changes.</p> <p>Efficiency: Digitally skilled employees can perform tasks more efficiently, reducing operational costs and optimizing resource allocation.</p> <p>Enhanced Teaching and Learning: Faculty with digital skills can create more engaging and interactive digital content, resulting in a richer learning experience for students.</p> <p>Data Management: Training helps staff manage and analyze data effectively, enabling data-driven decision-making for digital transformation initiatives.</p> <p>Cybersecurity: Digital skills training includes cybersecurity awareness, reducing the risk of security breaches and data loss.</p>	<p>Training sessions is organized on constant basis for Microsoft 365 application and user methodology.</p> <p>Together with improvement of LMS and creation of digital learning platform we will need to develop various training programs for end user, including general usage, best practices, as well as on data context, cyber security issues.</p>





	<p>Collaboration: Digital skills enable better collaboration and communication among staff and students through online platforms and tools.</p> <p>Competitiveness: A digitally skilled workforce can attract top talent and students, enhancing the university's competitiveness.</p> <p>Alignment with Goals: Training ensures that the university's workforce is aligned with digital transformation goals and can actively contribute to their realization.</p> <p>Sustainability: Digital skills can contribute to long-term sustainability, as staff can adapt to changing technological landscapes and continue to drive digital progress.</p>	
National, local initiatives	<p>Funding and Grants: Government initiatives at the national and local levels can provide financial resources and grants to institutions and organizations to invest in digital infrastructure, research, and development.</p> <p>Regulatory Framework: Governments can establish regulatory frameworks that promote digital innovation, while also ensuring data security and privacy, fostering a conducive environment for digital transformation.</p> <p>Digital Inclusion: National and local programs can focus on bridging the digital divide, making digital resources and education accessible to underserved communities and promoting digital literacy.</p> <p>Research and Development: Initiatives can fund research and development projects, encouraging the creation of cutting-edge technologies and solutions to drive digital transformation.</p> <p>Education and Skills Training: National and local governments can support education and training programs to enhance digital skills among the workforce, creating a more digitally capable workforce.</p> <p>Infrastructure Development: Initiatives may invest in building robust digital infrastructure, including high-speed internet access and data centers, which are essential for digital transformation.</p> <p>Collaboration and Partnerships: Government initiatives can facilitate collaboration between public and private sectors, academia, and industry to drive innovation and digital advancements.</p> <p>Data Sharing and Open Data: Encouraging data sharing and open data initiatives can</p>	<p>One recent significant development in Mongolia's higher education community was the comprehensive ranking of all universities based on their performance. One of the key criteria in the university assessment was the quality of their technological infrastructure, software systems including LMS and its current content. CITI University achieved the 11th rank at the national level, with the potential to further improve its position in the next ranking evaluation, following the implementation of digital transformation project.</p>



	<p>promote transparency, innovation, and the development of data-driven solutions.</p> <p>Cybersecurity: Governments can promote cybersecurity initiatives to protect digital assets and data, ensuring a secure digital environment for organizations and individuals.</p> <p>Support for Startups: Programs that support startups and entrepreneurs can stimulate innovation, as startups often lead in developing disruptive digital technologies.</p> <p>Digital Regulations and Standards: Governments can set digital regulations and standards to ensure interoperability, quality, and security in digital systems and services.</p> <p>Public-Private Partnerships: Collaborations between the public and private sectors can leverage resources and expertise to drive digital transformation efforts.</p>	
Institutional initiatives	<p>Strategic Planning: Institutional initiatives can establish a clear digital transformation strategy, outlining the organization's vision, goals, and roadmap for achieving a digitally transformed environment.</p> <p>Resource Allocation: These initiatives ensure that the necessary resources, including financial, technological, and human resources, are allocated effectively to support digital transformation projects.</p> <p>Leadership and Governance: Institutional initiatives can establish leadership roles and governance structures dedicated to overseeing and steering digital transformation efforts.</p> <p>Training and Development: They can create training programs and professional development opportunities to upskill the workforce and prepare them for digital roles and responsibilities.</p> <p>Innovation Culture: Institutional initiatives foster a culture of innovation that encourages employees to explore digital solutions, experiment with new technologies, and share ideas for improvement.</p> <p>Change Management: They develop strategies for managing the organizational and cultural changes that often accompany digital transformation, ensuring a smooth transition.</p> <p>Collaboration: Initiatives can encourage cross-departmental collaboration and partnerships, fostering a holistic approach to digital initiatives.</p>	<p>One of the planned initiatives are cooperation with Non-profit organizations, such as Christina Noble foundation branch in Mongolia, to understand and try to address some challenges and real needs for digital education content and further activity of children from orphanage and citizens from surrounding neighbourhood which is considered disadvantaged area.</p> <p>Furthermore, we will be researching possibility of developing pre-university digital education courses with transferable credit system for continued study.</p>



	<p>Data Strategy: Institutional initiatives establish data management strategies to collect, analyze, and utilize data for decision-making and digital improvements.</p> <p>Security Measures: They prioritize cybersecurity and data privacy, implementing measures to protect digital assets and sensitive information.</p> <p>Performance Metrics: Initiatives set key performance indicators (KPIs) and metrics to track and measure the progress and success of digital transformation efforts.</p> <p>User-Centric Approach: They focus on the needs and experiences of end-users, ensuring that digital solutions are user-friendly and align with user expectations.</p> <p>Continuous Improvement: Institutional initiatives promote a culture of continuous improvement, where feedback is used to refine and enhance digital services and processes.</p> <p>Stakeholder Engagement: They engage stakeholders, including students, faculty, staff, and administrators, in the decision-making process to ensure their needs and expectations are considered.</p>	

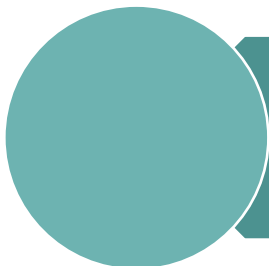
1.3 - Identify which enablers for Digital Transformation you count on in your institution.

Digital Transformation implies major shifts in **Culture, Workforce** and **Technology**. In the steps 2, 3 and 4, you have to identify if these shifts have been already occurred or are in process of developing in your institution. For that, try to identify the evidence of these changes/ shifts. Some examples have been included but you are expected to add all the shift evidences you can find in your institution, as well as extra comments and explanation of the evidences.

For the following used:

Not shift /changes at all	Minor changes	Important changes / good path	A real shift has been provoked
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steps 2, 3 and 4, the rating tool will be



Step 2- To identify all the shifts in your institution's **culture** oriented to DT already developed or in progress

2.1 – Describe if there have been shifts in the culture of your institution and its members, by identifying the evidences of these culture changes in the following topics. Please, add other types of evidences that are not in the table and describe them.



Type of evidence				Comments / explanation of these evidences
<p><b>Institutional strategy:</b>            Ex. Move from siloed goals to a comprehensive strategy with institutional goals            From differentiation among institutions/ services to an integral innovation in the strategy</p>			√	<p>CITI University has executed a comprehensive strategic planning initiative spanning from 2018 to 2025 and is diligently adhering to its outlined objectives. This strategic planning encompasses multiple facets, including but not limited to the formulation of goals, the assessment of the strategic planning vision and mission, program development, research activities, foreign relations, and public services, among others.</p> <p>As part of this strategic vision, CITI University has made substantial investments in refining and elevating its program development processes and standards in recent years. An illustrative example of this commitment is the ongoing establishment of a new institution within the university's framework, referred to as the Online School. Presently, we are engaged in a research and planning phase to facilitate successful implementation and operation of this entity.</p>
<p><b>Investments:</b>            Ex. Move from not real investments (or limited) oriented to DT, to a real search for investments and other initiatives (new incubators, new funds) fully align with institutional priorities            A real IT and technology investment            The governance considers the IT services and users</p>			√	<p>CITI university constantly increased direct investment into school infrastructure, including IT systems, during past decade. Research investment and grants significantly increased during past 5 years.</p>
<p><b>Taking decision &amp; management:</b>            Ex. Move from slow decision-making and institutional rigidity to a change and agility management approach.            From fear to new options and unknow possibilities to adjusting strategy to change circumstances and take advantage of new opportunities            Reliance on data ana analytics to take and adjust decisions</p>			√	<p>CITI University follows a collaborative decision-making approach in key areas, involving meetings and voting among middle to upper management. Presently, the IT department is actively engaged in improving data utilization through Microsoft Power BI. However, as highlighted earlier, there is a need for enhancement in data collection processes.</p>
<p><b>Leadership:</b>            Ex. From static leaders in old paradigms to new leadership approach willing to adopt new strategic directions.            Move from individual to collaborative taken-decisions considering IT and other staff in the planification and development of the strategy</p>			√	<p>IT department employs new implementation and development decisions based on OKR and priority matrix. We collect IT related issues of different scale from management board prior to meeting. IT department director selects up to 10 tasks with evaluates costs/time of implementation. Then at group meeting each participant place by hierarchy each task by importance and impact value. After that combine all answers and place them on priority matrix. If task locates within Do Now (meaning brings high impact with low cost/short time) we consult with again and start proceeding with task. We think this gives us better collaborative decision results.</p>
<p><b>Risk approach:</b></p>				<p>We conduct risk assessments across various dimensions, including governance,</p>



<p>Ex. Move from a risk aversion to a risk management approach Considering the obstacles as improvements possibilities</p>			√	<p>management, program development, human resources, technological infrastructure, student services, social services, and quality assurance. Additionally, we analyze past incidents and the corresponding recovery measures taken.</p>
<p><b>Organization:</b> Ex. Move from separate services, missions, staff to a new level of cross-organizational alignment and collaboration. Change from institutional focus to students' focus (and adaptation of services, curriculum... to them).</p>			√	<p>As we enhance our Student Management System (SMS) and user-based systems, our goal is to proactively embrace a personalized approach to the learning process. CITI University has a track record of offering personalized classes to its students. Through efficient digital transformation, we anticipate that our teachers will experience reduced administrative workloads, facilitated by streamlined IT systems and improved process management. Consequently, this will grant educators more time and capacity to concentrate on each student's unique needs, guiding them along their individual paths of personal development.</p>



<p><b>General communication and relations:</b>          Ex. Move from a distrust and not collaborative services to a culture of trust, supported by accountability and data.          Use of data and analytics to inform and guide the process          Shift from focusing only in studies to integrate an active institutional commitment to diversity, equity and inclusion (DEI)</p>			√	<p>Given CITI University's unique position, we enroll students not only from across Mongolia but also from over 10 different countries, totaling more than 700 international students. Mongolia has a strong tradition of promoting gender equity, a commitment that our university upholds. We also we offer grants to support economically disadvantaged students. With the successful implementation of the Digital Move project, our expectations are twofold. Firstly, we aim to extend our reach into remote areas of Mongolia by leveraging online services and improved IT systems. Secondly, this initiative will enable us to enhance access to quality education, ensuring that our commitment to gender equity and support for low-income students remains unwavering, regardless of geographical barriers.</p>
<p><b>Others (describe them)</b></p>				

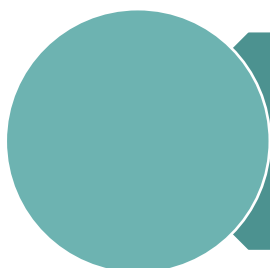
**2.2 – Describe more in detail the following characteristics:**

**Your governing body:**

Is there sufficient digital awareness among the governing body for them to make informed decisions in core strategic areas?	Yes	No
Is your governing body supporting and guiding the DT process?	Yes	No
Do you have specific roles with a focus on digital in your governing or executive team?	Yes	No
Do you consider having a proper and short feedback loop so leaders become aware of issues sooner and can act quickly to correct course?	Yes	No
Do you consider having a data-rich environment for decision-making, while putting in place policies to ensure strong data protection?	Yes	No

**Your institution's business model:**

Have you taken advantage of opportunities that digital technology offers to improve your brand differentiation?	Yes	No
Has your university reflected on how long-term saving from digital operations could enable investment?	Yes	No
Have you developed a digital experience for meet the students' needs and expectations?	Yes	No
Have you improved the student recruitment practices using digital?	Yes	No
Has your university reflected on how maintain the sense of civic mission and connection to the local community if more functions shifted online?	Yes	No
Has your university reflected on employability possibilities of students thanks to digital (for example by developing a network with international employers)?	Yes	No



Step 3- To identify shifts in **workforce** already developed or in progress in your institution that would enhance DT



**3.1 – Describe if there has been shifts in the workforce of your institution, by identifying the evidences of these workforce changes in the following topics. Please, add other types of evidences that are not in the table and describe them.**

Type of evidence				Comments / explanation of these evidences
<p><b>New workforce policy and jobs:</b>            Ex. Change to an institutional agility and flexibility in restructuring the workforce to adapt to rapid, ongoing changes            Move from the classic posts (professors/administrative) to new jobs and roles linked to DT (chief data officer, innovation officer, user experience...)            Move to a more “business” approach of the higher education.</p>			√	<p>The governing body of CITI University has demonstrated a deep appreciation for the significance of evolving from traditional, "classic" organizational roles to a more business-oriented structure. A case in point is the IT department, which is in the process of expanding its scope, with the head of the IT department championing a position upgrade to Chief Information Officer (CIO).</p> <p>We are also implementing substantial changes in our recruitment and enrollment processes. We recognize these processes as integral to our broader business operations, with associated Key Performance Indicators (KPIs) now being employed to measure their effectiveness and alignment with our strategic objectives.</p>
<p><b>New HR management:</b>            Ex. Better institutional accountability for career growth and talent management to supplement and support department and individual efforts.            Increased emphasis on work/life balance, flexible schedules and work locations.            Interest in increase bring and retention of staff.            Expectation of continuous improvement and service management competencies for the workforce</p>			√	<p>At our institution, we have established a comprehensive human resources (HR) policy that encompasses various facets, including HR management, employee development, an HR database, and a competitive award system. These elements collectively contribute to our commitment to fostering a thriving and dynamic work environment.</p>
<p><b>Comprehensive collaboration between workforce groups:</b>            Ex. Move from separate services to collaboration among services.            IT staff have deep familiar with the context and business of higher education</p>			√	<p>CITI University's organizational structure is characterized by active collaboration on every issue. Notably, our IT department has recently conducted an extensive survey to assess the specific needs of our employees, and their planning is now informed by the survey findings. For instance, in a previous survey, up to 80% of issues and requests for improvements were related to network connectivity and Wi-Fi coverage. The IT department, in response to this feedback, has undertaken follow-up efforts resulting in achieving 100% Wi-Fi coverage across the university and significant network improvements.</p>
<p><b>IT services encouraged:</b>            Ex. Increased pace of change and scope in IT liaison roles to align with expanding role of data and digital in teaching, research</p>			√	<p>Increasingly, IT service delivery plays a pivotal role in our operations, prompting the adoption of new systems. As a result, the IT department is confronted with the challenge of providing efficient services while moving away from the traditional image of constantly overwhelmed IT engineers with limited room for further enhancements and changes as technological progress paces up.</p>



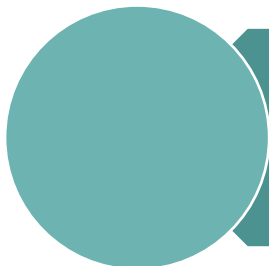
<p><b>Teaching changes:</b>  Ex. Move from classical teaching methods to innovation (ongoing focus on new and shifting professional competencies)  Agility role in teaching.  Increased collaboration and reforming of academic disciplines.</p>			√	<p>The governing body and management of CITI University wholeheartedly acknowledge the critical importance of embracing new teaching paradigms, especially in the context of rapid technological advancement. In an era where remote classes and online courses are swiftly becoming everyday concepts, it is imperative for our teaching faculty to recognize the pivotal role of personalized approaches in education.</p> <p>Furthermore, in this ever-globalizing world, the transition from global to local is an equally compelling paradigm. We must consider the local context and its unique requirements while also being attuned to global trends and influences, thereby striking a harmonious balance that enriches the overall educational experience.</p> <p>In addition to these considerations, other trending paradigms in higher education include:</p> <p>Lifelong Learning: Emphasizing education as a continuous journey that extends beyond traditional degree programs.</p> <p>Interdisciplinary Learning: Encouraging students to explore and integrate knowledge from diverse fields.</p> <p>Experiential Learning: Providing hands-on, practical experiences to complement theoretical knowledge.</p> <p>Sustainability and Environmental Education: Incorporating environmental consciousness and sustainability principles into curricula.</p> <p>Assessment and Learning Analytics: Employing data-driven insights to enhance teaching and learning experiences.</p> <p>Inclusivity and Diversity: Fostering a diverse and inclusive educational environment that reflects the real-world landscape.</p>
<p><b>Staff competences:</b>  Ex. Improve the staff soft skills such as teamwork, collaboration and communication  Data fluency is a core competency across the workforce</p>			√	<p>The effective utilization of collaborative IT systems and the cultivation of a corresponding collaborative culture are paramount considerations in our approach to planning and delivering training and enhancing the skills of our staff. At CITI University, we are wholeheartedly committed to giving the highest priority to these aspects, as they are pivotal in ensuring the success and continued growth of our institution.</p>
<p><b>Others (describe them)</b></p>				






3.2 – Describe more in detail the following characteristics:  
The DT in your workforce:

Do you have examples of collaboration and sharing digital excellence among staff?	Yes	No
Is there a route to career progression through excellence in teaching that emphasises the effective use of digital tools, and is it held in the same regard as research?	Yes	
Do you have tools to encourage and embed a culture of experimentation and continuous improvement that lets staff make the most of digital tools in their work?	Yes	



Step 4- To identify all the shifts in **technology** already developed or in progress in your institution linked to DT

4.1 – Describe all the changes and improvements in terms of technology realized within your institution, by identifying the evidences. Please, add other types of evidences that are not in the table and describe them.

Type of evidence					Comments / explanation of these evidences
<p><b>Technology as part of the institutional strategy:</b>            Ex. IT initiatives and services directly tied to institutional outcomes.            Applications of emerging technologies to education, research, and other priorities viewed as potential institutional differentiators.            Defined data and analytics strategy that guides institutional decision making.</p>				√	<p>Certainly, these three statements highlight the critical role of IT initiatives and services in shaping institutional outcomes and enhancing an institution's competitiveness and strategic decision-making:</p> <p>IT initiatives and services directly tied to institutional outcomes: Our institution firmly believes in the direct correlation between our IT initiatives and the outcomes we achieve. By strategically aligning our IT efforts with our educational, research, and operational goals, we ensure that technology serves as a catalyst for success, not an isolated function.</p> <p>Applications of emerging technologies as institutional differentiators: We recognize the potential of emerging technologies to set us apart in the higher education landscape. We actively explore how these technologies can be harnessed to advance our educational quality, research capabilities, and other institutional priorities, positioning us as a leader in innovation.</p> <p>Defined data and analytics strategy guiding institutional decision-making: Data and analytics have become indispensable tools for informed decision-making in our institution. We have established a well-defined data strategy that empowers our leadership and staff to leverage data effectively, ensuring that our decisions are</p>



				grounded in evidence and align with our institutional goals. This strategy guides us toward making data-driven choices that positively impact our institution's future.
<b>Technology infrastructure:</b> Ex. Shift toward sourcing and managing technology infrastructure centrally or outside the institution			√	Shifting towards centralizing or outsourcing technology infrastructure management is a strategic move that we are actively considering and have already initiated in certain areas of our institution. This transition allows us to harness the benefits of efficiency, cost-effectiveness, and scalability while freeing up our internal resources to focus on our core educational and research missions. As we streamline technology infrastructure management, we ensure that our IT resources are optimized for maximum impact and value to our institution's overarching goals.
<b>Technological model:</b> Ex. Technology, business, and enterprise architecture with agility and flexibility as key priorities. Business and funding models that acknowledge the continually evolving nature of technology.			√	In alignment with the evolving landscape of technology, our institution places paramount importance on technology, business, and enterprise architecture, with a strong emphasis on agility and flexibility as core priorities. We recognize that these qualities are essential for adapting to the ever-changing digital environment, and we integrate them into our strategies and operations.  Our business and funding models reflect our commitment to acknowledging the continually evolving nature of technology. We understand that technology is dynamic and fast-paced, and as such, we have developed financial structures that allow us to stay agile and responsive to emerging tech trends. These models ensure that we can efficiently allocate resources to support our technological advancements and maintain a competitive edge in the higher education landscape.
<b>Security, data privacy and ethics:</b> Ex. Growing sophistication of cybersecurity strategy to respond to new risks and solutions stemming from digital transformation. Increased focus on data privacy and ethics Support for DEI in the development, selection, and deployment of new technologies			√	In response to the growing complexity of cybersecurity threats associated with digital transformation, our institution has committed to elevating our cybersecurity strategy. We continually adapt to new risks and evolving solutions, ensuring that our digital environment remains secure and resilient.  We also place heightened emphasis on data privacy and ethical considerations. As stewards of valuable data, we maintain a strong commitment to safeguarding privacy and adhering to ethical standards in data



					collection, storage, and usage as it requires by regulators.
<b>Others (describe them)</b>					



Step 5- To assess the level of Digital Transformation of your institution for different HE missions/ processes

**5.1 – Evaluate the level of Digital Transformation of your institution regarding the learning and teaching process (study programme accreditation, teaching process preparation, teaching process outcomes monitoring, teaching process assessment, student and teacher mobility realization).**

Does your institution have....	Not present within the institution	Starting to be explored	Fully developed
the right vision and strategy for digital?		√	
the right leadership, communications and focus to support the vision?			√
the right talent, skills and knowledge to support the vision, products and services?		√	
the right technologies and infrastructure?		√	
the ability to develop, manage and deliver?			√
the right approach to understanding and communicating with its customers to succeed in a digital environment?			√

**5.2 – Evaluate the level of Digital Transformation of your institution regarding the research process (research planning, research preparation, research conduct, research outcomes monitoring, research evaluation).**

Does your institution have....	Not present within the institution	Starting to be explored	Fully developed
the right vision and strategy for digital ?		√	
the right leadership, communications and focus to support the vision?		√	
the right talent, skills and knowledge to support the vision, products and services?		√	
the right technologies and infrastructure?		√	
the ability to develop, manage and deliver?			√
the right approach to understanding and communicating with its customers to succeed in a digital environment?		√	

**5.3 – Evaluate the level of Digital Transformation of your institution regarding the different enabling processes (student administration services, library services, staff provision and development services, finance and accounting services, marketing, sales and distribution services, procurement services).**

Does your institution have....	Not present within the institution	Starting to be explored	Fully developed
the right vision and strategy for digital?		√	
the right leadership, communications and focus to			√



support the vision?			
the right talent, skills and knowledge to support the vision, products and services?		√	
the right technologies and infrastructure?		√	
the ability to develop, manage and deliver?		√	
the right approach to understanding and communicating with its customers to succeed in a digital environment?		√	

**5.4 – Evaluate the level of Digital Transformation of your institution regarding the planning and governance process (organization management services, change and business process management, plan development, budget and funds planning, performance assessment).**

Does your institution have....	Not present within the institution	Starting to be explored	Fully developed
the right vision and strategy for digital?			√
the right leadership, communications and focus to support the vision?			√
the right talent, skills and knowledge to support the vision, products and services?		√	
the right technologies and infrastructure?		√	
the ability to develop, manage and deliver?			√
the right approach to understanding and communicating with its customers to succeed in a digital environment?		√	

**Thanks for your collaboration!**

## B) Annex II: DT Action Plan

# Organisational digital culture

## Digital culture and mindset

Includes the attitudes, behaviours, beliefs, and practices that shape people's relationships with digital technologies and the ways these transform organisational activities. It includes how stakeholders approach innovation, collaboration, information-sharing, and the creation and consumption of digital content and how these can enhance their work and learning.

Strategic aim and vision (Using elements from the Framework for DX)		Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
1	<p>Develop and model an internal digital culture that is congruent with the organisation's mission and values.</p> <p><b>Digital strategy, corporate strategy, Organisational values</b></p>	Emerging to established In progress	Management, Staff representative, Student representative	<p><b>Task 1: Implementation of a Digital Culture Development Program</b>  <b>Objective: Create a comprehensive program aimed at embedding digital culture across all levels of the organization, aligning with CITI University's mission, values, and strategic goals - <i>To create value in society by nurturing humane, cultured individuals with lifelong learning capability and knowledge.</i></b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li><b>Assessment and Gap Analysis:</b> Conduct an initial assessment to identify the current state of digital culture within CITI University, focusing on areas such as digital fluency, innovation, and collaboration. Identify gaps between</li> </ul>			High

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			<p>current practices and the desired state aligned with organizational values.</p> <ul style="list-style-type: none"> <li>• <b>Program Design:</b> Design a multifaceted program that includes workshops, training sessions, and digital literacy campaigns. These should cover areas such as digital ethics, sustainable digital practices, effective use of digital tools for collaboration and innovation, and the importance of data security and privacy.</li> <li>• <b>Leadership Commitment:</b> Ensure full support from senior leadership for developing a digital culture, emphasizing its importance to all stakeholders. Engage university leaders in the program, both as participants and as champions, to model digital behaviors and practices that align with organizational values.</li> <li>• <b>Vision and Strategy Development:</b> Define a clear vision and strategy for digital transformation, aligning with the university's mission and values.</li> </ul> <p>Evaluation Metrics:</p> <ul style="list-style-type: none"> <li>• Increase in digital fluency and competency levels across staff and students, measured through pre- and post-program assessments.</li> </ul>			

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>Feedback from participants on the alignment of digital practices with organizational values.</li> <li>Demonstrable examples of digital innovation and collaboration initiatives that have been implemented as a result of the program.</li> </ul> <p><b>Task 2: Establishment of a Digital Culture Committee Objective: Form a cross-functional committee tasked with overseeing the development and integration of digital culture within CITI University, ensuring it aligns with the institution's values and strategic goals.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li><b>Committee Formation:</b> Assemble a diverse committee comprising members from different departments and levels, including IT, academic staff, administrative staff, and student representatives.</li> <li><b>Mission and Charter Development:</b> Define the mission, goals, and charter of the committee, focusing on promoting digital culture, overseeing the integration of digital practices with organizational values, and monitoring progress towards digital maturity.</li> <li><b>Regular Reviews and Recommendations:</b> The committee</li> </ul>			

Strategic aim and vision (Using elements from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
			<p>meets regularly to review initiatives, discuss new digital trends and technologies, and recommend actions to further embed digital culture in line with CITI University's values.</p> <p><b>Evaluation Metrics:</b></p> <ul style="list-style-type: none"> <li>• Effectiveness of the committee in implementing digital culture initiatives, as evidenced by project implementations and stakeholder feedback.</li> <li>• Progress in achieving digital maturity levels as per the JISC maturity model, with specific focus on digital strategy, corporate strategy, and organizational value alignment.</li> <li>• Engagement levels across the university, as measured by participation in digital culture-related activities and initiatives.</li> </ul>			
2	<p>Embrace sustainable behaviours and mindsets.</p> <p><b>Environmental sustainability, Organisational values</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>		<ol style="list-style-type: none"> <li>1. <b>Implement Green IT Practices:</b> Adopt environmentally friendly IT practices, such as virtualizing servers, optimizing data center efficiency, and using energy-efficient hardware. This reduces energy consumption and carbon footprint associated with digital infrastructure.</li> <li>2. <b>Promote Paperless Initiatives:</b> Encourage the use of digital documents and processes to minimize paper</li> </ol>		



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			<p>consumption across campus. Implement electronic document management systems, digital signatures, and online forms to streamline operations and reduce waste.</p> <p>3. <b>Foster Remote Work and Virtual Collaboration:</b> Promote remote work and virtual collaboration tools to reduce the need for commuting and travel, thereby lowering greenhouse gas emissions. Invest in video conferencing, collaboration platforms, and cloud-based solutions to facilitate remote work and collaboration among staff and students.</p> <p>4. <b>Educate Stakeholders on Sustainable Digital Practices:</b> Provide training and resources to staff, faculty, and students on sustainable digital practices, such as energy-efficient computing, responsible data management, and digital security. Raise awareness about the environmental impact of digital technologies and the importance of sustainable behavior.</p> <p>5. <b>Monitor and Optimize Digital Resources:</b> Implement systems to monitor and optimize the use of digital resources, such as energy management software, server consolidation, and cloud resource optimization tools.</p>			

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			Analyze usage patterns and optimize resource allocation to minimize energy consumption and environmental impact.			
3	Practice and model effective digital leadership.  <b>Digital leadership, Governance</b>	Emerging to established  Not started/planned	<ol style="list-style-type: none"> <li>1. <b>Establish a Digital Leadership Council:</b> Create a cross-functional council to oversee digital transformation efforts, set strategic priorities, and ensure alignment with organizational goals.</li> <li>2. <b>Develop Digital Leadership Competencies:</b> Identify and develop core competencies for digital leadership, offering training and support to enhance skills such as digital strategy development and change management.</li> <li>3. <b>Lead by Example:</b> Demonstrate effective digital leadership behaviors by embracing digital tools and practices in your own work, promoting collaboration and innovation among staff and faculty.</li> <li>4. <b>Empower Digital Champions:</b> Identify and empower digital champions who can advocate for digital initiatives and inspire others to embrace change, providing resources and recognition for their efforts.</li> </ol>			High

Strategic aim and vision (Using elements from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
			<p>5. <b>Communicate Vision and Strategy:</b> Clearly communicate the university's vision and strategy for digital transformation to all stakeholders, fostering a culture of collaboration, learning, and continuous improvement.</p>			
4	<p>Ensure the digital culture of the organisation supports equity, diversity and inclusion.</p> <p><b>Accessibility and inclusion</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>	<p>1. <b>Conduct Diversity and Inclusion Assessments:</b> Perform an assessment of the current digital culture and practices within the university to identify areas for improvement related to equity, diversity, and inclusion (EDI). This assessment should include surveys, focus groups, and interviews with stakeholders to gather feedback and insights.</p> <p>2. <b>Develop EDI Training and Resources:</b> Create and implement training programs and resources focused on equity, diversity, and inclusion in the digital workplace. These resources should cover topics such as unconscious bias, cultural competence, inclusive communication, and accessible design. Offer workshops, webinars, and online modules to educate staff, faculty, and students on EDI principles and best practices in digital environments.</p>		<p><b>Diversity and Inclusion Assessments can be included as a part of different assessments required in general DT AP.</b></p>	High

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			<p>3. <b>Establish EDI Metrics and Targets:</b> Define key performance indicators (KPIs) and targets related to equity, diversity, and inclusion in digital transformation initiatives. Track and measure progress against these metrics regularly to ensure accountability and transparency. Examples of metrics include representation of diverse groups in digital leadership roles, accessibility of digital platforms for people with disabilities, and inclusion of diverse perspectives in digital content and decision-making processes.</p> <p>4. <b>Promote Inclusive Design and Accessibility:</b> Incorporate principles of inclusive design and accessibility into all digital projects and initiatives. Ensure that digital platforms, applications, and content are accessible to people of all abilities, including those with disabilities. Conduct accessibility audits, usability testing, and user research to identify and address barriers to access and inclusion in digital environments.</p> <p>5. <b>Foster Inclusive Digital Spaces and Communities:</b> Create and maintain inclusive digital spaces and communities where all members feel welcome, valued, and respected. Establish guidelines and codes of conduct for</p>			

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			digital communication and collaboration to promote respectful and inclusive interactions. Encourage participation from diverse voices and perspectives in online forums, discussion groups, and virtual events. Provide support and resources for affinity groups and diversity networks to promote networking, mentorship, and professional development opportunities for underrepresented groups in digital fields.			
5	Develop the digital capability of all stakeholders.  <b>Digital leadership, Digital fluency, Digital capability</b>	Established to enhanced  In progress	<ol style="list-style-type: none"> <li><b>1. Comprehensive Digital Skills Assessment:</b> Conduct a thorough assessment to identify the current digital skills and capabilities of staff, faculty, and students. This assessment should encompass technical proficiency, digital literacy, and familiarity with digital tools and platforms. Use the findings to tailor training and development programs to address specific skill gaps and needs.</li> <li><b>2. Tailored Training and Support Programs:</b> Develop and implement tailored training and support programs designed to enhance the digital capability of all stakeholders. Offer a variety of learning opportunities, including workshops, webinars, self-paced online courses, and one-on-one coaching sessions. Focus on building</li> </ol>		<b>Plan trainings for Digital platforms, IT security and other practices</b>	High

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			<p>essential digital skills such as communication, collaboration, information literacy, critical thinking, and cybersecurity awareness.</p> <p>3. <b>Ongoing Learning and Professional Development:</b> Establish a culture of continuous learning and professional development by providing access to ongoing resources, learning materials, and support networks. Encourage staff, faculty, and students to stay informed about emerging technologies, digital trends, and best practices through regular updates, newsletters, and community forums. Foster opportunities for peer learning, mentorship, and knowledge sharing to promote continuous improvement and innovation in digital capabilities.</p>			
6	<p>Establish and support a culture of innovation and experimentation.</p> <p><b>Digital leadership, Digital innovation, Business continuity planning</b></p>	<p>Established to enhanced</p> <p>In progress</p>	<p>1. <b>Innovation Incubator Program:</b> Launch an innovation incubator program that encourages staff, faculty, and students to propose and develop innovative ideas and projects aligned with the university's mission and strategic goals. Provide resources, mentorship, and funding support to selected teams or individuals to turn their ideas into tangible initiatives. Foster a culture of experimentation and risk-taking by creating a safe space for trial</p>			Low

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			<p>and error, where failures are seen as opportunities for learning and growth.</p> <p>2. <b>Cross-Functional Collaboration Initiatives:</b> Facilitate cross-functional collaboration initiatives that bring together individuals from different departments, disciplines, and backgrounds to collaborate on interdisciplinary projects and research endeavors. Encourage diverse perspectives, creativity, and knowledge sharing to spark innovation and breakthrough solutions to complex challenges. Provide platforms, such as innovation labs, hackathons, and design thinking workshops, to facilitate collaborative ideation and problem-solving processes.</p> <p>3. <b>Recognition and Rewards for Innovation:</b> Establish recognition and rewards programs to celebrate and incentivize innovation and experimentation within the university community. Recognize individuals or teams who have made significant contributions to innovation through awards, accolades, and public acknowledgment. Create opportunities for showcasing successful innovation projects and sharing best practices to inspire others and foster a culture of</p>			

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			continuous improvement and excellence in innovation.			



## Organisational identity

The unique characteristics and qualities that define an organisation and distinguish it from others. Includes digital activities that support the promotion of strategic principles and values and how these inform business practices and impact on stakeholders.

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<p>7</p> <p>Develop and promote an external digital identity that reflects the organisation's mission and values.</p> <p><b>Sense of belonging, Marketing and communications, Building digital communities, international activities</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>		<ol style="list-style-type: none"> <li><b>Define Brand Identity and Messaging:</b> Work with key stakeholders to define and articulate the organization's mission, values, and brand identity. Develop clear and consistent messaging that reflects these values and resonates with the university's target audience. Ensure that all digital content, including websites, social media channels, and marketing materials, aligns with the established brand identity.</li> <li><b>Optimize Digital Platforms and Channels:</b> Conduct an audit of existing digital platforms and channels to identify opportunities for optimization and enhancement. Ensure that university websites, social media profiles, and other digital assets are user-friendly, visually appealing, and aligned with brand guidelines. Implement search engine optimization (SEO) strategies to improve visibility and reach on digital platforms.</li> <li><b>Create Compelling Digital Content:</b> Develop high-quality digital content that</li> </ol>			<p>Medium</p>

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			<p>showcases the organization’s mission, values, and achievements. Produce engaging videos, blog posts, infographics, and other multimedia content that highlights key initiatives, events, and success stories within the university community. Tailor content to resonate with different audience segments, including prospective students, current students, alumni, donors, and community partners.</p> <p>4. <b>Engage with Stakeholders Online:</b> Actively engage with stakeholders online through social media, email marketing, and other digital channels. Foster two-way communication by responding to comments, messages, and inquiries in a timely and professional manner. Encourage dialogue and interaction by posing questions, soliciting feedback, and inviting participation in online discussions and polls.</p> <p>5. <b>Monitor and Analyze Digital Performance:</b> Regularly monitor and analyze the performance of digital initiatives using key performance indicators (KPIs) and metrics. Track metrics such as website traffic, social media engagement, email open rates, and conversion rates to assess the effectiveness of digital campaigns and</p>			

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forum s teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			identify areas for improvement. Use data-driven insights to refine strategies, optimize content, and enhance the organization's digital presence over time.			
8	Ensure individual members of staff and students are supported to develop positive online identities.  <b>Digital capability, Digital fluency</b>	Emerging to established  Not started/planned	<ol style="list-style-type: none"> <li><b>Provide Digital Literacy Training:</b> Offer comprehensive digital literacy training programs for both staff and students to educate them about best practices for creating and managing positive online identities. Cover topics such as online privacy, digital professionalism, personal branding, and responsible social media use. Offer workshops, seminars, and online resources to support ongoing learning and skill development in this area.</li> <li><b>Offer Personal Branding Workshops:</b> Conduct workshops and coaching sessions focused on personal branding for staff and students, helping them identify their unique strengths, values, and professional goals. Provide guidance on crafting compelling online profiles, resumes, and portfolios that reflect their personal brand and professional identity. Encourage individuals to showcase their achievements, skills, and experiences in a positive and authentic manner across digital platforms.</li> </ol>			Low

Strategic aim and vision (Using elements from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
			<p>3. <b>Promote Digital Wellbeing Practices:</b> Raise awareness about the importance of digital wellbeing and self-care in maintaining positive online identities. Provide resources and support for managing digital distractions, setting healthy boundaries, and maintaining work-life balance in a digital world. Encourage staff and students to prioritize their mental and emotional health by taking regular breaks from screens, practicing mindfulness, and fostering offline connections.</p> <p>4. <b>Facilitate Online Reputation Management:</b> Offer guidance and support for managing online reputations and addressing any negative or harmful content that may impact individual members of staff and students. Provide tools and strategies for monitoring online mentions, responding to feedback and reviews, and mitigating reputational risks. Empower individuals to take proactive steps to build and safeguard their online reputations through positive contributions, engagement, and thought leadership in their respective fields.</p> <p>5. <b>Create Supportive Online Communities:</b> Foster a culture of support and collaboration within the</p>			

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			<p>university community by creating online forums, discussion groups, and networking opportunities where staff and students can connect, share experiences, and seek advice from peers and mentors. Provide platforms for showcasing achievements, celebrating successes, and recognizing contributions to promote a sense of belonging and positive reinforcement. Encourage constructive feedback, mentorship, and peer support to help individuals navigate challenges and opportunities in their digital journeys.</p>			

## Organisational wellbeing

Building, supporting, and maintaining the physical, emotional, and mental health and wellbeing of all stakeholders. Includes the impact of living, working, and learning with digital technologies, as well as adopting digital approaches to improve and manage the wellbeing of individuals.

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9						Medium

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
<p>Adopt a strategic approach to digital wellbeing.</p> <p><b>Digital wellbeing, Cyber security, Staff recruitment and retention, Environmental sustainability, Digital fluency, Accessibility and inclusion, Economic/financial literacy</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>		<ol style="list-style-type: none"> <li><b>Digital Wellbeing Assessment:</b> Conduct a comprehensive assessment to evaluate the digital wellbeing of staff, faculty, and students. This assessment should encompass factors such as screen time, technology usage patterns, stress levels related to digital activities, and overall digital habits. Use the findings to identify areas of concern and develop targeted interventions and support mechanisms to promote digital balance and wellness.</li> <li><b>Digital Wellbeing Guidelines and Resources:</b> Develop and disseminate digital wellbeing guidelines and resources tailored to the specific needs and challenges of CITI University's community. Provide practical tips, best practices, and self-help tools to help individuals manage their digital use more effectively, maintain healthy boundaries, and mitigate potential risks associated with excessive screen time and digital dependency. Offer access to online courses, workshops, and support groups focused on mindfulness, stress management, and digital detoxification techniques.</li> <li><b>Promotion of Work-Life Balance:</b> Promote a healthy work-life balance by implementing policies and practices</li> </ol>		<p><b>Include in General Assessment practices</b></p>	

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			that support flexible working arrangements and encourage boundaries between work and personal life. Provide training and education sessions for staff, faculty, and students on time management, prioritization, and effective use of digital tools to optimize productivity while minimizing digital fatigue and burnout. Foster a culture of mutual support, empathy, and respect where individuals feel empowered to prioritize their wellbeing and seek assistance when needed.			
10	Develop flexible approaches to work and study to accommodate different needs and preferences of all stakeholders.  <b>Staff recruitment and retention, Digital wellbeing, Flexible workplace, Accessibility and inclusion</b>	Emerging to established  Not started/planned	<ol style="list-style-type: none"> <li><b>Flexible Work and Study Policies:</b> Develop and implement flexible policies that accommodate different needs and preferences of staff, faculty, and students regarding work and study arrangements. This can include options for remote work, flexible hours, compressed workweeks, and alternative study formats such as hybrid or online learning. Ensure that these policies are communicated effectively to all stakeholders and are aligned with the organization's mission, values, and strategic goals.</li> <li><b>Technology-enabled Learning and Collaboration:</b> Leverage digital tools and platforms, such as Moodle and Microsoft Office 365 Education, to</li> </ol>			Medium

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			<p>facilitate flexible learning and collaboration opportunities for students and faculty. Provide training and support to ensure that all stakeholders are proficient in using these technologies to access course materials, participate in virtual classrooms, and engage in collaborative projects regardless of their location or schedule. Encourage the creation of asynchronous learning materials and online discussion forums to accommodate diverse learning styles and preferences.</p> <p>3. <b>Personalized Support Services:</b> Establish personalized support services to assist staff, faculty, and students in navigating the flexible work and study options available to them. This can include dedicated help desks, online resources, and individualized consultations to address specific needs and challenges related to remote work, online learning, and technology use. Promote a culture of inclusivity and accessibility by offering accommodations for individuals with disabilities or other unique circumstances, ensuring that everyone has equal access to educational and professional opportunities within the university.</p>			



# Organisational change

Anticipating, managing and responding to the impact of digital transformation activities. Supporting stakeholders to adapt practices, expectations and attitudes through planned initiatives and activities.

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11 Develop and lead digital transformation strategy and initiatives; identify systems, operations, services, and practices that can benefit from integrated digital approaches.  <b>Digital leadership, Operational change, Governance, Corporate strategy, Digital strategy</b>	Emerging to established Not started/planned		<ol style="list-style-type: none"> <li><b>Comprehensive Needs Assessment:</b> Conduct a thorough needs assessment to identify systems, operations, services, and practices within CITI University that can benefit from integrated digital approaches. This assessment should involve gathering input from stakeholders, analyzing current processes and workflows, and identifying areas for improvement or optimization through digital technologies.</li> <li><b>Strategic Roadmap Development:</b> Develop a strategic roadmap for digital transformation that outlines clear objectives, milestones, and timelines for implementing digital initiatives across the university. This roadmap should prioritize initiatives based on their potential impact, feasibility, and alignment with the organization's mission and values. Engage key stakeholders in the development of the roadmap to ensure buy-in and alignment with organizational goals.</li> </ol>			High

				<p>3. <b>Cross-functional Collaboration:</b> Foster cross-functional collaboration and partnerships to drive digital transformation efforts across different departments and units within CITI University. Establish multidisciplinary teams or task forces to oversee specific digital initiatives and ensure coordination and alignment across the organization. Encourage a culture of innovation and experimentation by providing resources and support for pilot projects and proof-of-concept initiatives that demonstrate the value of integrated digital approaches.</p>			
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# Knowledge creation and innovation

## Digital vision and horizon scanning

Looking ahead to anticipate and prepare for the impact of current and future digital trends on the sector and on organisational priorities and activities. Enabling senior leaders to gather foresight to inform strategic planning and decision making.

Strategic aim and vision (Using descriptions from the Framework for DX)		Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
12	<p>Horizon scanning to inform decision making.</p> <p><b>Digital leadership, Digital vision, Horizon scanning, Digital creativity, Strategic planning, Futures thinking, Sector trends, Industry trends, International activities, Benchmarking, Foresight</b></p>	<p>Not started/planned</p> <p>Emerging to established</p>		<ol style="list-style-type: none"> <li><b>Establish Trends Monitoring System:</b> Implement a system for monitoring digital trends, sector trends, and industry trends relevant to higher education and technology. This system should include regular monitoring of emerging technologies, innovative teaching methodologies, and changing student demographics to inform decision-making processes.</li> <li><b>Engage in Benchmarking Activities:</b> Participate in benchmarking activities to compare CITI University's digital capabilities and initiatives with peer institutions regionally and globally. Benchmarking can provide valuable insights into best practices, emerging trends, and areas for improvement in digital transformation efforts.</li> <li><b>Conduct Regular Foresight Exercises:</b> Conduct regular foresight exercises</li> </ol>			Medium

				<p>involving key stakeholders, including senior leaders, faculty members, and students, to anticipate future challenges and opportunities in the higher education landscape. These exercises can help identify potential disruptors, emerging technologies, and shifts in student preferences that may impact CITI University's strategic direction.</p> <p>4. <b>Establish Collaboration Networks:</b> Establish collaboration networks with other universities, research institutions, and industry partners to share insights, resources, and expertise related to digital transformation and horizon scanning. Collaborative partnerships can facilitate knowledge exchange, joint research projects, and collective foresight activities to inform decision making.</p> <p>5. <b>Integrate Horizon Scanning into Strategic Planning:</b> Integrate horizon scanning activities into CITI University's strategic planning process to ensure that insights from digital trends and foresight exercises inform strategic priorities, goals, and initiatives. By embedding horizon scanning into strategic planning, CITI University can proactively adapt to emerging trends and position itself as a leader in digital transformation within the higher education sector.</p>			
13	<p>Establish a 'futures-thinking' mindset for senior leaders and governors.</p> <p><b>Strategic planning</b></p>	<p>Not started/planned</p> <p>Emerging to established</p>		<p>1. <b>Leadership Workshops on Foresight and Strategic Planning:</b> Organize workshops and training sessions for senior leaders and governors focused on foresight methodologies, strategic planning, and futures thinking. These sessions should provide practical tools and frameworks for anticipating future</p>			Medium

				<p>trends, identifying potential opportunities and threats, and aligning strategic objectives with long-term visions.</p> <p>2. <b>Integrate Futures Thinking into Decision-Making Processes:</b> Embed futures thinking principles into CITI University's decision-making processes, including strategic planning, resource allocation, and policy development. Encourage senior leaders and governors to consider multiple future scenarios, assess their implications, and make decisions that are resilient and adaptable to different potential futures.</p> <p>3. <b>Establish Futures Thinking Task Force:</b> Form a dedicated task force or committee comprised of senior leaders, governors, and external experts to drive futures thinking initiatives within CITI University. This task force should be responsible for conducting horizon scanning activities, facilitating strategic discussions, and recommending actions to position the university for future success.</p>			
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## Research

Providing a robust infrastructure to support research. Includes strategic approaches, appropriate investment in digital systems, environments, processes and technologies, and attracting, enabling, developing and supporting researchers.

	Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority dropdown
14	Develop a strategy for digital transformation in research.  <b>Digital strategy, Open research</b>	Emerging to established Not started/planned		<ol style="list-style-type: none"> <li><b>Conduct a Comparative Analysis of Needs and Research Management Systems:</b> Research and evaluate best-in-class research management systems such as Open Journal Systems (OJS), Open Conference Systems (OCS), and Open Monograph Press (OMP) to identify the most suitable platform for CITI University's research needs. Consider factors such as user-friendliness, customization options, integration capabilities, and adherence to international standards for open access publishing. Begin by conducting a thorough assessment of the current state of digital research infrastructure, practices, and capabilities at CITI University. This assessment should identify gaps, challenges, and opportunities for improvement in digital research processes and technology.</li> <li><b>Formulate a Digital Research Strategy:</b> Based on the findings of the needs assessment, develop a clear and comprehensive digital research strategy for CITI University. This strategy should outline the objectives, priorities, and key initiatives for</li> </ol>		Dspace, Dataverse or Zenodo  Dimensions or Altmetric Explorer, Grammarly,  Google Scholar, Microsoft Academic	High

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			<p>advancing digital research capabilities, including the adoption of best-in-class international standards and practices.</p> <p>3. <b>Implement Open Research Data Repository:</b> Establish an open research data repository using platforms like Dspace, Dataverse or Zenodo to facilitate the sharing, preservation, and discoverability of research data produced by CITI University's researchers. Ensure that the repository complies with international standards for data management, metadata schema, and data citation practices to enhance interoperability and reusability of research data.</p> <p>4. <b>Foster Collaboration through Research Networking Platforms:</b> Implement a research networking platform such as VIVO or ResearchGate to connect CITI University researchers with peers, collaborators, and funding opportunities worldwide. Encourage researchers to create profiles, showcase their expertise, and discover potential collaborators to facilitate interdisciplinary research and international collaboration.</p>			

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			<p>5. <b>Integrate Research Analytics Tools:</b> Integrate research analytics and plagiarism tools such as Dimensions or Altmetric Explorer, Grammarly into CITI University's research ecosystem to track the impact, visibility, and societal engagement of research outputs. Enable researchers to monitor citations, social media mentions, and policy references to assess the broader influence of their work and identify emerging research trends.</p> <p>6. <b>Promote Open Access Publishing:</b> Develop policies and incentives to promote open access publishing among CITI University researchers, including the adoption of open access mandates, funding support for article processing charges (APCs), and advocacy for open licensing agreements. Partner with open access publishers and repositories to increase the visibility and accessibility of CITI University's research outputs globally, adhering to international standards for open access publishing and copyright compliance.</p> <p>7. <b>Embed Equality, Diversity, and Inclusion in Digital Research Culture:</b> Develop and support a digital research culture that promotes equality, diversity, and inclusion (EDI) principles.</p>			



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				Ensure that digital research skills development programs, researcher training, and staff development initiatives prioritize EDI considerations and address the diverse needs of researchers from different backgrounds and disciplines.			
15	Invest in digital research systems and environments, and infrastructure for specialist digital research.  <b>Digital strategy, Investment, Library and learning resources</b>	Emerging to established  Not started/planned		<ol style="list-style-type: none"> <li><b>Evaluate and Implement Open Research Platforms:</b> Research and evaluate open-source research platforms such as Open Journal Systems (OJS), Open Conference Systems (OCS), and Dataverse for managing scholarly publications, conferences, and research data. Choose platforms that adhere to international standards for open access publishing, data management, and metadata schema to enhance transparency and interoperability in research workflows.</li> <li><b>Upgrade Digital Research Infrastructure:</b> Allocate resources to upgrade CITI University's digital research infrastructure, including servers, storage systems, and network bandwidth, to support data-intensive research activities and collaborative projects. Implement cloud-based solutions such as Microsoft Azure or Amazon Web Services (AWS) for</li> </ol>	10'000'000 MNT		High

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			<p>scalable and cost-effective storage and computing resources, ensuring compliance with international standards for data security and privacy.</p> <p>3. <b>Establish Research Data Management Policies:</b> Develop and implement policies for research data management (RDM) to ensure the responsible and ethical handling of research data throughout its lifecycle. Provide training and support to researchers on data management best practices, data documentation, and data sharing requirements following international standards such as the FAIR (Findable, Accessible, Interoperable, and Reusable) principles.</p> <p>4. <b>Enhance Access to Digital Research Tools:</b> Invest in specialist digital research tools and software platforms to support diverse research methodologies and disciplines, such as statistical analysis software (e.g., R, SPSS), data visualization tools (e.g., Tableau, Gephi), and text mining applications (e.g., Voyant Tools, NVivo). Ensure that researchers have access to training and technical support for utilizing these tools effectively and in</p>			

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			<p>accordance with international research standards.</p> <p>5. <b>Facilitate Interdisciplinary Collaboration:</b> Establish interdisciplinary research clusters or centers focused on emerging fields such as artificial intelligence (AI), cybersecurity, and sustainable development, equipped with state-of-the-art digital research facilities and collaborative spaces. Foster partnerships with industry, government agencies, and international research institutions to leverage expertise and resources for addressing complex societal challenges and advancing knowledge creation.</p>			
16	<p>Provide a sustainable physical and digital infrastructure for research.</p> <p><b>Digital strategy, Robust digital infrastructure, Investment</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>	<p>1. <b>Assess Current Infrastructure:</b> Conduct a comprehensive assessment of the existing physical and digital infrastructure supporting research activities at CITI University. Evaluate the capacity, performance, and reliability of servers, storage systems, networking equipment, and digital tools/software. Use standardized evaluation criteria such as uptime, scalability, and security compliance.</p> <p><b>Evaluation Method:</b> Use a combination of surveys, interviews with</p>			High

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			<p>researchers and IT staff, and technical assessments to gather data on infrastructure performance and identify areas for improvement. Key Performance Indicators (KPIs) include uptime percentage, response time, and data transfer rates.</p> <p>2. <b>Upgrade Digital Research Systems:</b> Allocate funding to upgrade digital research systems and environments, including cloud computing resources, research software licenses, and data management platforms. Prioritize investments in scalable and interoperable solutions that align with international standards such as FAIR (Findable, Accessible, Interoperable, and Reusable) principles for data management.</p> <p><b>Evaluation Method:</b> Monitor system performance metrics such as response time, resource utilization, and data transfer rates. Track user satisfaction through surveys and feedback mechanisms. KPIs include system uptime, user adoption rate, and data accessibility.</p> <p>3. <b>Enhance Physical Infrastructure:</b> Invest in the expansion and maintenance of physical infrastructure</p>			

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			<p>to support research activities, including laboratory facilities, research centers, and collaborative spaces. Ensure compliance with international standards for health and safety, environmental sustainability, and accessibility.</p> <p><b>Evaluation Method:</b> Conduct regular inspections and audits of laboratory facilities and research centers to assess compliance with safety regulations and infrastructure requirements. Track usage metrics such as occupancy rates and equipment utilization. KPIs include facility maintenance costs, safety incident rates, and user satisfaction surveys.</p> <p>4. <b>Implement Data Security Measures:</b> Strengthen data security measures to protect sensitive research data and ensure compliance with international regulations such as GDPR (General Data Protection Regulation) and HIPAA (Health Insurance Portability and Accountability Act). Implement encryption protocols, access controls, and data backup procedures to safeguard against data breaches and unauthorized access.</p>			

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			<p><b>Evaluation Method:</b> Conduct regular security audits and vulnerability assessments to identify potential risks and vulnerabilities. Monitor compliance with data security policies and regulations through periodic reviews and assessments. KPIs include security incident rates, compliance audit results, and data breach response times.</p> <p>5. <b>Provide Continuous Training and Support:</b> Develop training programs and workshops to educate researchers, faculty, and staff on best practices for utilizing digital research infrastructure effectively. Offer technical support and troubleshooting services to address user queries and issues in a timely manner. Foster a culture of digital literacy and innovation through ongoing education and training initiatives.</p> <p><b>Evaluation Method:</b> Track participation rates in training programs and workshops. Monitor helpdesk tickets and support requests to measure the effectiveness of technical support services. Conduct post-training surveys to assess knowledge retention and skill development. KPIs include training completion rates, helpdesk response times, and user satisfaction scores.</p>			

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17	<p>Encourage opportunities for international research collaboration.</p> <p><b>International activities, Research collaboration, Building digital communities</b></p>	<p><b>Established to enhanced</b></p> <p>In progress</p>		<ol style="list-style-type: none"> <li><b>1. Establish International Research Partnerships:</b> Actively seek out and establish partnerships with reputable universities, research institutions, and organizations worldwide. Focus on institutions known for their expertise in relevant fields of study and alignment with CITI University's research priorities.  <b>Evaluation Method:</b> Track the number of new international research partnerships established each year. Measure the quality and impact of collaborations through metrics such as joint publications, citations, and research grants secured.</li> <li><b>2. Promote Joint Research Projects:</b> Facilitate the development of joint research projects between CITI University faculty/researchers and international counterparts. Encourage interdisciplinary collaboration and leverage diverse expertise to address complex global challenges.  <b>Evaluation Method:</b> Monitor the number of joint research projects initiated and their progress over time. Assess the impact of collaborative research efforts on advancing knowledge, addressing societal needs,</li> </ol>			High

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			<p>and enhancing CITI University's reputation.</p> <p>3. <b>Facilitate International Research Exchanges:</b> Support faculty and researchers in participating in international conferences, workshops, and symposiums to showcase their work, network with peers, and explore collaboration opportunities. Provide funding or logistical assistance to enable participation in such events.</p> <p><b>Evaluation Method:</b> Track the number of faculty/researchers participating in international research exchanges each year. Measure the outcomes of these exchanges, including new collaborations formed, research insights gained, and knowledge dissemination activities.</p> <p>4. <b>Cultivate Digital Collaboration Platforms:</b> Implement digital collaboration platforms and tools to facilitate communication and collaboration between CITI University researchers and their international counterparts. Utilize platforms for virtual meetings, data sharing, project management, and collaborative writing.</p> <p><b>Evaluation Method:</b> Assess the adoption and usage of digital</p>			



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			<p>collaboration platforms among researchers. Monitor engagement metrics such as active users, frequency of collaboration activities, and user satisfaction surveys.</p> <p>5. <b>Support International Funding Opportunities:</b> Provide guidance and support to faculty and researchers in identifying and applying for international research funding opportunities, such as grants, fellowships, and joint research programs offered by funding agencies and foundations worldwide.</p> <p><b>Evaluation Method:</b> Track the number of successful grant applications for international research projects. Measure the amount of external funding secured through international collaborations. Evaluate the impact of funded projects on research outputs and outcomes.</p>			
18	Ensure high-quality and robust practices across the research lifecycle so that research is ethical and responsible, has integrity and is trustworthy, reproducible, transparent and open,	Emerging to established  Not started/planned		<p>1. <b>Establish Research Ethics Guidelines and Training Programs:</b></p> <p>Develop comprehensive research ethics guidelines that outline principles and standards for ethical conduct in research, including data management,</p>		High

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<p>and conducted in secure settings.</p> <p><b>Ethics, Organisational values</b></p>			<p>authorship, peer review, and conflicts of interest.</p> <p><b>Evaluation Method:</b> Measure the percentage of faculty and researchers who complete mandatory research ethics training annually. Monitor adherence to established guidelines through periodic audits and self-assessment surveys.</p> <p><b>2. Implement Research Data Management Policies and Infrastructure:</b></p> <p>Create and implement policies for the management, storage, sharing, and preservation of research data, ensuring compliance with international data management standards such as FAIR (Findable, Accessible, Interoperable, Reusable).</p> <p><b>Evaluation Method:</b> Assess the adoption of data management plans among researchers. Track the availability and accessibility of research data repositories. Monitor compliance with data sharing and archiving requirements.</p> <p><b>3. Promote Open Science Practices and Reproducibility:</b></p>			

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			<p>Encourage researchers to adopt open science practices, including pre-registration of studies, sharing of research protocols, materials, and data, and transparent reporting of research findings.</p> <p><b>Evaluation Method:</b> Measure the proportion of research outputs (e.g., publications, datasets) that are openly accessible or published under open licenses. Evaluate the reproducibility of research findings through replication studies and data/code sharing initiatives.</p> <p><b>4. Enhance Research Security and Intellectual Property Protection:</b></p> <p>Strengthen cybersecurity measures to safeguard research data, intellectual property, and sensitive information against unauthorized access, data breaches, and cyber threats. Implement plagiarism tools like Grammarly.</p> <p><b>Evaluation Method:</b> Conduct regular security assessments and penetration testing to identify vulnerabilities and mitigate risks. Monitor compliance with data protection regulations and intellectual property policies. Track the number of reported security incidents and their resolution.</p>			

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			<p><b>5. Foster a Culture of Research Integrity and Transparency:</b></p> <p>Promote awareness and education on research integrity, transparency, and responsible conduct of research (RCR) through workshops, seminars, and online resources. Encourage open dialogue and collaboration among researchers to address ethical challenges and promote best practices.</p> <p><b>Evaluation Method:</b> Administer surveys to assess researchers' perceptions of research integrity and transparency within the institution. Monitor the dissemination of educational materials and participation in RCR training activities. Measure the impact of initiatives on fostering a culture of research integrity over time.</p>			
19	<p>Develop and support a digital research culture that embeds equality, diversity and inclusion.</p> <p><b>Accessibility and inclusion, Organisational values</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>	<p><b>1. Implement Diversity and Inclusion Training Programs:</b></p> <p>Develop and conduct regular training sessions on diversity, equity, and inclusion topics specifically tailored for researchers and academic staff. Cover areas such as unconscious bias, cultural competency, and inclusive research practices.</p>			Low

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			<p><b>Evaluation Method:</b> Assess the attendance rates and feedback from participants in the training sessions. Monitor changes in attitudes and behaviors toward diversity and inclusion among researchers through pre- and post-training surveys. Set KPIs for the number of sessions conducted and participant engagement.</p> <p><b>2. Establish Diversity-Focused Research Networks and Forums:</b></p> <p>Create forums or networks within CITI University that provide a platform for researchers from diverse backgrounds to connect, share ideas, and collaborate on research projects. Facilitate discussions on topics related to diversity and inclusion in research.</p> <p><b>Evaluation Method:</b> Track the formation and activity of diversity-focused research networks. Monitor participation rates and engagement levels within these forums. Evaluate the number of collaborative research projects initiated through these networks as a KPI.</p> <p><b>3. Promote Inclusive Research Practices and Policies:</b></p> <p>Review and revise existing research policies and practices to ensure they</p>			

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			<p>promote inclusivity and equity. Incorporate inclusive language in research documentation and grant applications. Implement policies that support the accommodation of diverse research needs, such as accessibility standards for research materials.</p> <p><b>Evaluation Method:</b> Assess the effectiveness of revised policies and practices through feedback from researchers and academic staff. Monitor compliance with inclusive research practices and policies. Measure improvements in access to research resources and opportunities for researchers from underrepresented groups.</p>			
20	<p>Enable recruitment and retention of researchers.</p> <p><b>Research skills development and training</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>	<p><b>1. Establish a Comprehensive Research Fellowship Program:</b></p> <p>Develop and implement a research fellowship program aimed at attracting talented researchers from diverse backgrounds. Offer competitive stipends, research grants, and access to university resources to incentivize participation. Collaborate with international research institutions and funding agencies to enhance the program's visibility and appeal.</p> <p><b>Evaluation Method:</b> Track the number of applications received for research</p>			Low

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			<p>fellows. Monitor the diversity and qualifications of selected fellows. Assess the impact of the program on research output and collaboration through metrics such as publications, citations, and collaborative projects initiated.</p> <p><b>2. Enhance Researcher Support Services and Resources:</b></p> <p>Invest in enhancing support services and resources tailored to the needs of researchers. Expand research support offices to provide assistance with grant writing, project management, and compliance requirements. Improve access to digital research tools, software, and databases to facilitate research activities.</p> <p><b>Evaluation Method:</b> Conduct surveys and focus groups to gather feedback from researchers on the effectiveness and satisfaction with support services and resources. Monitor utilization rates of research support offices and digital tools. Measure the impact of enhanced support services on research productivity and quality.</p> <p><b>3. Implement a Mentoring and Career Development Program:</b></p> <p>Develop a structured mentoring and career development program to support the</p>			

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			<p>professional growth and retention of researchers. Pair junior researchers with experienced mentors to provide guidance, advice, and networking opportunities. Offer workshops, seminars, and training sessions focused on career advancement, leadership skills, and interdisciplinary collaboration.</p> <p><b>Evaluation Method:</b> Track participation rates in mentoring and career development activities. Collect feedback from participants to assess the relevance and impact of the program. Measure retention rates and career progression of researchers who have participated in the program.</p>			
21	<p>Provide a supportive, enabling environment for the development of researchers, ensuring digital research skills are included in courses of study, researcher development, and staff development.</p> <p><b>Research skills development and training, Digital capability</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>	<p><b>1. Integrate Digital Research Skills into Curriculum and Training Programs:</b></p> <p>Revise existing curriculum and training programs across departments to incorporate digital research skills training. Develop modules or courses focused on data analysis, digital tools for research, information literacy, and research ethics. Collaborate with faculty members, industry experts, and digital research organizations to design relevant and up-to-date content.</p> <p><b>Evaluation Method:</b> Monitor the adoption of digital research skills courses by tracking enrollment rates and student feedback. Assess the effectiveness of the training programs through pre- and post-</p>			Low



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			<p>assessments to measure knowledge gain. Evaluate the applicability of acquired skills in research projects and assignments.</p> <p><b>2. Establish a Digital Research Skills Certification Program:</b></p> <p>Create a certification program to formally recognize and validate researchers' proficiency in digital research skills. Define skill competency levels and develop a curriculum aligned with international standards and best practices. Offer workshops, seminars, and online resources to support participants in acquiring and demonstrating these skills. Provide incentives, such as digital badges or certificates, upon completion.</p> <p><b>Evaluation Method:</b> Monitor the participation and completion rates of the certification program. Conduct surveys and interviews to gather feedback on the program's content, delivery, and perceived value. Assess the impact of certification on researchers' career advancement and competitiveness in the job market.</p> <p><b>3. Foster a Culture of Continuous Learning and Collaboration:</b></p> <p>Cultivate a supportive environment that encourages ongoing learning and collaboration among researchers, faculty,</p>			

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			<p>and staff. Establish regular seminars, symposiums, and interdisciplinary forums to facilitate knowledge exchange and networking. Encourage the formation of research interest groups and digital communities where members can share expertise, resources, and best practices.</p> <p><b>Evaluation Method:</b> Track attendance and engagement levels in learning and collaboration events. Solicit feedback from participants to assess the relevance and effectiveness of these initiatives. Measure the outcomes of collaborative projects initiated as a result of networking activities, such as publications, grants secured, and impact on research outcomes.</p>			
22	<p>Provide a comprehensive research support ecosystem through specialist support to researchers such as research management, IT support, research skills.</p> <p><b>Research support, Research management and support, Library and learning resources</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>	<p><b>1. Development and Integration of a Comprehensive Digital Research Skills Curriculum</b></p> <p><b>Tasks:</b></p> <ul style="list-style-type: none"> <li>Develop a curriculum that covers essential digital research skills, including data analysis, digital publishing, ethical online research practices, and the use of digital tools in research (e.g., ResearchHub, DSpace, Grammarly etc).</li> <li>Integrate this curriculum into existing courses of study, researcher development programs, and staff development initiatives.</li> </ul>			Low

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			<ul style="list-style-type: none"> <li>Collaborate with international experts to ensure the curriculum meets global standards and includes emerging digital research trends.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Monitor curriculum adoption rates among faculties and departments.</li> <li>Conduct pre- and post-curriculum implementation surveys to assess improvements in digital research skills.</li> <li>Evaluate the usage and feedback of the ResearchHub platform as a practical tool for applying learned skills.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>A 20% year-over-year increase in faculty and staff who report feeling competent in digital research skills.</li> <li>A 15% increase in the usage of digital research tools among researchers and students.</li> <li>Positive feedback from at least 80% of participants in digital research skills programs.</li> </ul> <p><b>2. Enhancement of IT Support and Resources for Research</b></p> <p><b>Tasks:</b></p>			

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			<ul style="list-style-type: none"> <li>Invest in upgrading digital infrastructure to support intensive research activities, ensuring robustness, security, and accessibility.</li> <li>Expand the IT department by hiring specialized staff or outsourcing to provide dedicated support for research activities, including troubleshooting, training, and technical advice.</li> <li>Implement regular workshops and training sessions on the use of digital research tools and platforms, specifically tailored to the needs of researchers and staff.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Assess the effectiveness and response times of IT support for research-related inquiries.</li> <li>Monitor the attendance and feedback of workshops and training sessions to identify areas for improvement.</li> <li>Track the improvement in research productivity and the reduction in technical issues reported by researchers.</li> </ul> <p><b>3. Promotion of Digital Research Collaboration Platforms</b></p>			

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority dropdown
			<p><b>Tasks:</b></p> <ul style="list-style-type: none"> <li>• Develop or adopt a platform that facilitates international research collaboration, allowing CITI University researchers to connect, share resources, and collaborate on projects with peers worldwide.</li> <li>• Integrate this platform with the existing single entry point architecture to ensure seamless access for all users.</li> <li>• Launch an awareness campaign to promote the benefits of international collaboration and encourage active participation from the university's research community.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Track the number of active users and collaborative projects initiated through the platform.</li> <li>• Analyze the geographic and disciplinary diversity of collaborations to assess the platform's reach and effectiveness.</li> <li>• Solicit feedback from users to continuously improve the platform's features and usability.</li> </ul>			

## Innovation

Supporting the development of new ideas and solutions by encouraging creativity, enterprise and supporting digital leadership. Aligning appropriate innovation with strategic aspirations, existing practice, legacy systems and processes.

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23	Promoting and enabling appropriate innovation.  <b>Digital strategy, Innovation strategy, Digital creativity, Digital leadership</b>	Established to enhanced In progress		<b>1. Establish an Innovation Lab</b> <b>Tasks:</b> <ul style="list-style-type: none"> <li>• Create an Innovation Lab within CITI University that serves as a central hub for the development and testing of new digital tools, services, and teaching methodologies. This could leverage the ongoing development of your School Management software and ResearchHub platform.</li> <li>• Equip the lab with the necessary technology and resources to foster innovation, including access to the latest software, hardware, and collaborative tools.</li> <li>• Organize regular workshops, hackathons, and guest speaker events in the Innovation Lab to inspire creativity and innovation among students, faculty, and staff.</li> </ul> <b>Evaluation Methods:</b> <ul style="list-style-type: none"> <li>• Track participation and project output from the Innovation Lab activities.</li> </ul>			Medium

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			<ul style="list-style-type: none"> <li>Solicit feedback on the lab's impact on fostering innovation within the university community.</li> <li>Analyze the adoption rate of innovations developed within the lab across the university's operations and curriculum.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>Launch of at least two new innovative digital tools or services each academic year.</li> <li>Engagement of at least 30% of the university community in lab activities annually.</li> <li>Positive feedback from 80% of participants regarding the Innovation Lab's impact on their work or study.</li> </ul> <p><b>2. Action Point 2: Innovation Grants and Awards Program</b></p> <p><b>Tasks:</b></p> <ul style="list-style-type: none"> <li>Implement an Innovation Grants and Awards program to financially support and recognize innovative projects and ideas that align with CITI University's digital transformation goals. This could include projects that enhance the ResearchHub platform, improve digital</li> </ul>			

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				<p>infrastructure, or develop new digital learning resources.</p> <ul style="list-style-type: none"> <li>Encourage submissions from all university members, with special emphasis on interdisciplinary projects that bridge different areas of study and research.</li> <li>Organize an annual Innovation Showcase event to highlight and reward successful projects.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Measure the number of grant applications received and projects funded each year.</li> <li>Assess the implementation rate and impact of funded projects on the university's digital transformation goals.</li> <li>Gather feedback from the university community on the program's effectiveness in promoting innovation.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>High satisfaction (above 75%) among participants with the program's support for innovation.</li> </ul> <p><b>3. Action Point 3: Innovative Teaching and Learning Enhancement Program</b></p> <p><b>Tasks:</b></p>			



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			<ul style="list-style-type: none"> <li>Develop a program to support and incentivize faculty members to incorporate digital tools and innovative teaching methods into their curricula, aligning with the use of Moodle and the potential capabilities of ResearchHub.</li> <li>Provide training and resources for faculty to explore and implement flipped classrooms, online collaborative projects, and the use of digital resources in research and teaching.</li> <li>Establish a peer review and mentoring system where faculty can share best practices and experiences in innovative teaching.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Monitor the number of faculty participating in the program and the innovative practices adopted in their courses.</li> <li>Conduct surveys to assess student engagement and learning outcomes in courses that incorporate innovative practices.</li> <li>Evaluate the program's impact on teaching quality and student satisfaction with their learning experience.</li> </ul> <p><b>KPIs:</b></p>			

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			<ul style="list-style-type: none"> <li>Participation of at least 40% of the faculty in the program within the first year.</li> <li>A 25% increase in courses utilizing digital tools and innovative teaching methods.</li> <li>Improvement in student satisfaction scores by at least 20% for courses adopting innovative practices.</li> </ul>			
24	Enabling innovative practice.  <b>Digital creativity</b>	Emerging to established  Not started/planned	<b>1. Action Point 1: Foster a Cross-Disciplinary Innovation Community</b>  <b>Tasks:</b> <ul style="list-style-type: none"> <li>Establish an innovation community platform online, using existing Microsoft Office 365 Education tools, to facilitate cross-disciplinary dialogue and collaboration among faculty, students, and IT staff. This platform can serve as a space for sharing innovative teaching practices, research methodologies, and digital tool usage.</li> <li>Organize regular (monthly or quarterly) innovation challenge events or hackathons, encouraging participants from different departments to solve educational or research-related problems using technology.</li> <li>Provide incentives for participation, such as recognition, small grants, or resources to further develop promising solutions.</li> </ul> <b>Evaluation Methods:</b>			

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			<ul style="list-style-type: none"> <li>Track participation rates across different departments and roles within the university.</li> <li>Evaluate the quality and applicability of innovations and solutions generated from these community interactions and events.</li> <li>Survey participants on the effectiveness of the community in fostering a culture of innovation.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>At least 50% of departments actively participate in the innovation community within the first year.</li> <li>Generation of at least 5 actionable innovative solutions or projects each year.</li> <li>Over 80% positive feedback from participants on the value of the innovation community in promoting cross-disciplinary collaboration.</li> </ul>			
25	Develop and lead innovative approaches to creating and using digital systems, tools and services across the organisation.	Emerging to established  Not started/planned	<p><b>1. Action Point 1: Launch a Digital Innovation Sandbox</b></p> <p><b>Tasks:</b></p> <ul style="list-style-type: none"> <li>Establish a digital innovation sandbox environment that allows students,</li> </ul>			Medium

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	<p><b>Digital strategy, Innovation strategy, Digital creativity, Digital leadership</b></p>		<p>faculty, and staff to experiment with new technologies and digital tools without the risk of impacting the live educational or operational environment. This could include access to development versions of the School Management software and ResearchHub.</p> <ul style="list-style-type: none"> <li>• Provide resources, including access to APIs, data sets, and technical support, to encourage the development of applications, integrations, and solutions that can enhance academic and operational processes.</li> <li>• Organize sandbox challenges and competitions to solve specific problems identified by the university community, incentivizing participation with rewards or recognition.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Track the number of projects developed within the sandbox, categorizing them by type (educational, operational, etc.) and their transition from concept to implementation.</li> <li>• Survey participants to gauge satisfaction with the sandbox resources and support, and to collect suggestions for improvement.</li> </ul>			

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			<ul style="list-style-type: none"> <li>• Assess the impact of sandbox-developed projects on the university’s digital ecosystem, focusing on user adoption and satisfaction.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• At least 5 sandbox projects annually transitioned to pilot testing within the university’s digital ecosystem.</li> <li>• Participation from at least 20% of the technology-involved university community (students, faculty, IT staff) in sandbox activities each year.</li> <li>• 90% positive feedback from sandbox participants on the value and support of the initiative.</li> </ul> <p>2. Action Point 2: Implement a Digital Mentorship and Fellowship Program</p> <p><b>Tasks:</b></p> <ul style="list-style-type: none"> <li>• Create a mentorship and fellowship program that pairs experienced digital innovators (from within or outside the university) with CITI University staff, faculty, and students working on digital projects. This can include external experts in digital education, software development, and digital research methodologies.</li> <li>• Offer workshops, seminars, and one-on-one coaching sessions focused on</li> </ul>			

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			<p>cutting-edge digital practices, project management, and technology integration.</p> <ul style="list-style-type: none"> <li>• Provide funding or resources for promising digital innovation projects, especially those that have the potential to contribute significantly to educational or operational improvements at the university.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Monitor the number of mentorship pairings and completed projects within the fellowship program.</li> <li>• Conduct pre- and post-program surveys to evaluate improvements in participants' digital innovation skills and project outcomes.</li> <li>• Analyze the scalability and integration of fellowship projects into the wider university digital strategy.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Completion of at least 10 mentored projects per year with potential for broad impact on the university's digital environment.</li> <li>• At least 80% of participants in the program report significant skill improvement and satisfaction with the mentorship experience.</li> </ul>			

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			<ul style="list-style-type: none"> <li>At least 3 projects annually adopted into the university's main digital offerings or operations.</li> </ul> <p><b>3. Action Point 3: Develop a Continuous Digital Learning Framework for All University Members</b></p> <p><b>Tasks:</b></p> <ul style="list-style-type: none"> <li>Design and implement a continuous learning framework that offers ongoing training and development opportunities in digital skills and innovations for all university members, utilizing platforms like Moodle and Microsoft Office 365 Education for delivery.</li> <li>Integrate digital literacy and technology use into the curriculum for all departments, ensuring that students graduate with a high level of competence in digital tools relevant to their field.</li> <li>Offer specialized training for faculty and staff to explore advanced uses of digital tools in teaching, research, and administration, including the development and use of the School Management software and ResearchHub.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Track participation rates and completion rates of digital skills training sessions and courses.</li> </ul>			

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			<ul style="list-style-type: none"> <li>• Survey students, faculty, and staff annually to assess the effectiveness of training in improving digital competencies and to identify gaps in knowledge or resources.</li> <li>• Evaluate the integration and impact of digital tools and practices in academic and operational activities, based on feedback and performance metrics.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• A year-over-year increase in digital training session participation by 15%.</li> <li>• At least 90% of students report feeling competent in digital skills relevant to their field upon graduation.</li> <li>• Positive feedback from 85% of faculty and staff on the relevance and effectiveness of specialized training programs.</li> </ul>			

## Wider impact

Ensuring the impact of research and innovation projects are analysed and appropriately disseminated to different audiences.



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26	<p>Impact of organisational research, enterprise and innovation on local, regional, national and international communities.</p> <p><b>Marketing, External relations, Local/Regional/National/ impact, Building digital communities, International activities</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>		<p><b>1. Action Point 1: Establish a Comprehensive Dissemination Framework</b></p> <p><b>Tasks:</b></p> <ul style="list-style-type: none"> <li>• Develop a dissemination framework that outlines the channels, tools, and practices for sharing the outcomes and impacts of CITI University's research and innovation projects. This should include digital platforms, academic journals, conferences, local media, and social media channels.</li> <li>• Create guidelines for researchers and project teams on how to communicate their findings effectively to different audiences, incorporating best practices in public engagement and science communication.</li> <li>• Organize training sessions on effective communication strategies, including storytelling, visual communication, and digital content creation, to empower faculty, staff, and students to share their work widely.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Monitor the reach and engagement of dissemination activities through metrics such as website visits, social media engagement rates, and attendance at public events.</li> </ul>			Low

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			<ul style="list-style-type: none"> <li>Conduct surveys among project teams and external audiences to assess the effectiveness of the dissemination efforts.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>At least a 20% annual increase in engagement metrics for digital content related to research and innovation.</li> <li>Positive feedback from 75% of project teams on the support and resources available for dissemination activities.</li> </ul> <p><b>2. Action Point 2: Leverage Partnerships for Broader Impact</b></p> <p><b>Tasks:</b></p> <ul style="list-style-type: none"> <li>Identify and establish partnerships with local and international organizations, including other educational institutions, industry partners, NGOs, and government bodies, to amplify the impact of CITI University's research and innovation projects.</li> <li>Collaborate with these partners to organize joint events, such as workshops, webinars, and conferences, to showcase the university's achievements and facilitate knowledge exchange.</li> <li>Develop a platform within ResearchHub or a dedicated section that highlights successful collaborations and projects,</li> </ul>			

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			<p>offering insights into their impact and lessons learned.</p> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Track the number of partnerships formed and collaborative projects or events initiated.</li> <li>Evaluate the qualitative impact of these partnerships through testimonials, case studies, and external recognition.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>Formation of at least 5 new strategic partnerships each year with measurable outcomes in terms of joint projects or events.</li> <li>At least 3 case studies published annually showcasing the impact of these collaborations.</li> </ul> <p><b>3. Action Point 3: Implement Impact Assessment and Reporting Mechanisms</b></p> <p><b>Tasks:</b></p> <ul style="list-style-type: none"> <li>Develop and implement an impact assessment framework to systematically evaluate the local, regional, national, and international impacts of the university's research and innovation activities. This should include both quantitative metrics (e.g., citations, technology adoption</li> </ul>			

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			<p>rates) and qualitative insights (e.g., policy influence, societal benefits).</p> <ul style="list-style-type: none"> <li>• Prepare annual impact reports that summarize key achievements, case studies of impactful projects, and future goals. These reports should be made accessible to the public through the university's website and distributed through relevant channels.</li> <li>• Use these insights to refine strategies, prioritize resources, and guide future projects to maximize their potential impact.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Analyze the data collected through the impact assessment framework to identify trends, successes, and areas for improvement.</li> <li>• Gather feedback from internal and external stakeholders on the usefulness and comprehensiveness of the impact reports.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Completion and publication of an annual impact report detailing the university's contributions to local, regional, national, and international communities.</li> </ul>			

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			<ul style="list-style-type: none"> <li>A year-over-year improvement in at least 2 key impact metrics identified within the assessment framework.</li> </ul>			
27	<p>Impact of organisational decisions around technology investment, implementation and use on different business activities.</p> <p><b>Business continuity planning</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>	<p>1. Develop a Technology Investment Review and Impact Analysis Protocol</p> <p>Tasks:</p> <ul style="list-style-type: none"> <li>Establish a protocol for reviewing technology investments that includes assessment criteria based on educational impact, cost-effectiveness, scalability, and alignment with CITI University's digital transformation objectives. This should involve stakeholders from various departments to ensure a holistic view.</li> <li>Implement an impact analysis framework to evaluate the success of technology deployments. This framework should measure outcomes against objectives, such as improvements in student engagement, research productivity, and operational efficiency.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>Conduct regular (e.g., annual) reviews of technology investments to assess their impact using predefined criteria.</li> </ul>			Low

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			<ul style="list-style-type: none"> <li>• Use surveys, usage data, and performance metrics to gather feedback from users (students, faculty, and staff) and analyze the effectiveness and ROI of technology implementations.  KPIs:</li> <li>• Achievement of at least a 90% satisfaction rate among users regarding the usefulness and reliability of newly implemented technologies.</li> <li>• Demonstration of a positive ROI on technology investments, with at least a 10% improvement in targeted outcomes (e.g., student engagement or operational efficiency) within two years of implementation.</li> </ul> <p>2. Institute a Continuous Learning and Adaptation Mechanism for Technology Use</p> <p>Tasks:</p> <ul style="list-style-type: none"> <li>• Create a continuous learning program for IT staff, faculty, and students to stay updated on the latest educational technologies and best practices. This could involve online courses, workshops, and participation in relevant conferences.</li> </ul>			

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			<ul style="list-style-type: none"> <li>Integrate feedback mechanisms into all digital platforms (e.g., the School Management software, Moodle, ResearchHub) to continuously collect user feedback on technology use, challenges, and needs.  Evaluation Methods:</li> <li>Monitor participation rates in continuous learning programs and evaluate the improvement in digital literacy and technology adoption across the university.</li> <li>Analyze feedback collected through digital platforms to identify areas for improvement, user satisfaction, and additional training needs.  KPIs:</li> <li>An increase in digital literacy levels among staff and students by at least 20% within the first year of program implementation, as measured by self-assessment surveys and participation in digital initiatives.</li> <li>At least 80% user satisfaction with the functionality and usability of key digital platforms (School Management software, Moodle, ResearchHub) based on continuous feedback analysis.</li> </ul>			





# Knowledge development

## Curriculum development

Reviewing, planning and developing a course of study. Usually a formal departmental and institutional process, mapped to graduate outcomes, benchmarks and professional standards, producing specific documentation (eg course handbook, schedule, VLE materials).

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
28 Develop a strategy and/or framework for digital learning, technology-enhanced learning (TEL), digital education or equivalent, and support its implementation in departments and services.  Develop a strategy for digital assessment or electronic management of assessment (EMA) and support its implementation in	Emerging to established  Not started/planned		<ol style="list-style-type: none"> <li><b>Establish a Digital Learning Strategy Committee</b> <ul style="list-style-type: none"> <li>Form a committee comprising representatives from IT, academic departments, the library, student services, and a student representative to oversee the development and implementation of the digital learning and TEL strategy.</li> <li>Define the committee's roles, including periodic review of digital learning tools and methodologies, EMA practices, and alignment with the university's broader digital and IT strategy.</li> </ul> </li> </ol> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Conduct annual reviews of the digital learning strategy's effectiveness based on feedback from faculty and students, and alignment with institutional goals.</li> </ul>			Low

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
<p>departments and services.</p> <p>Align TEL strategies with other organisational strategies (eg IT or digital strategy, estates strategy, transnational education, student experience).</p> <p><b>Digital strategy, Learning teaching and assessment strategy, Curriculum design, Learning design, Curriculum frameworks, Validation, International activities</b></p>			<p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>Achieve a 90% satisfaction rate among faculty and students regarding digital learning resources and assessment practices within two years.</li> </ul> <p><b>2. Develop and Implement a TEL and EMA Framework</b></p> <ul style="list-style-type: none"> <li>Create a TEL framework that includes guidelines for the use of digital tools in teaching, learning, and assessment, incorporating best practices in digital curriculum design.</li> <li>Develop an EMA framework that outlines standards and practices for digital assessments, ensuring security, accessibility, and fairness.</li> <li>Provide training for faculty on integrating these frameworks into their teaching and assessment practices.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Monitor the adoption rate of TEL and EMA practices among faculty and the impact on student learning outcomes.</li> </ul> <p><b>KPIs:</b></p>			

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)	
				<ul style="list-style-type: none"> <li>• 100% of courses incorporate TEL approaches and EMA practices within three years.</li> </ul> <p><b>3. Align Digital Learning Strategies with Institutional Goals</b></p> <ul style="list-style-type: none"> <li>• Review and align the TEL and EMA strategies with other organizational strategies, such as the IT strategy, estate strategy, and student experience goals.</li> <li>• Ensure that digital learning infrastructure supports transnational education and remote learning capabilities.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Assess how well digital learning initiatives support broader institutional goals through surveys and focus groups.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Achieve strategic alignment, evidenced by a unified strategy document endorsed by all relevant departments within one year.</li> </ul> <p><b>4. Promote Faculty and Student Engagement in Digital Learning</b></p>			

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				<ul style="list-style-type: none"> <li>Initiate a program to involve students as partners in learning design, providing feedback on digital tools and resources.</li> <li>Offer professional development opportunities for faculty to explore innovative teaching methods and digital assessment tools.</li> </ul> <p>Evaluation Methods:</p> <p>Evaluate the level of faculty and student engagement in digital learning initiatives through participation rates and satisfaction surveys.</p> <p>KPIs:</p> <ul style="list-style-type: none"> <li>Increase faculty participation in digital learning professional development by 50% within the first year.</li> <li>Maintain an 85% satisfaction rate among students regarding their involvement in the learning design process.</li> </ul> <p><b>5. Institute Continuous Monitoring and Improvement Processes</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Implement a continuous improvement process for digital learning and EMA,</li> </ul>			

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				<p>incorporating regular feedback loops from students and faculty.</p> <ul style="list-style-type: none"> <li>Utilize data analytics to assess the effectiveness of digital learning tools and strategies, making adjustments as needed.</li> </ul> <p><b>Evaluation Methods:</b></p> <p>Regularly review feedback and performance data to identify areas for improvement in digital learning and assessment practices.</p> <p><b>KPIs:</b></p> <p>Continuous improvement in digital learning satisfaction rates, aiming for a year-over-year increase of 5%.</p>			
29	<p>Produce a strategy or policy around the development and use of learning resources to support curriculum design and digital learning and teaching.</p> <p><b>Curriculum design, Learning resources</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>		<p><b>1. Task 1: Comprehensive Audit and Needs Assessment</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Conduct a thorough audit of existing digital learning resources and tools available through Moodle and other platforms used by the university.</li> <li>Perform a needs assessment involving faculty, students, and administrative staff to identify gaps in the current learning</li> </ul>			Low

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				<p>resources and areas where new resources could enhance the curriculum.</p> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Analyze audit and survey results to determine resource gaps and priorities.</li> <li>Review feedback from stakeholders to ensure the identified needs align with their expectations and requirements.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>Complete audit and needs assessment within six months.</li> <li>Identify and categorize at least three major gaps in learning resources for targeted improvement.</li> </ul> <p>2. Task 2: Strategy Development for Learning Resources</p> <p>Actions:</p> <ul style="list-style-type: none"> <li>Develop a strategy that outlines the process for the creation, procurement, and integration of digital learning resources into the curriculum. This strategy should consider both short-term and long-term needs,</li> </ul>			

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				<p>including scalability and adaptability to emerging technologies.</p> <ul style="list-style-type: none"> <li>• Include guidelines for ensuring accessibility, diversity, and inclusion in digital learning materials.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>• Strategy document approval by the Digital Learning Strategy Committee.</li> <li>• Stakeholder feedback rounds to refine the strategy.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>• Formal strategy adoption within one year.</li> <li>• At least 80% stakeholder approval rate on the proposed approach and guidelines.</li> </ul> <p><b>3. Task 3: Resource Creation and Curation Framework</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Establish a framework for the creation and curation of digital learning resources, which includes collaboration with external experts, leveraging open educational resources</li> </ul>			

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				<p>(OER), and guidelines for faculty to create and share their materials.</p> <ul style="list-style-type: none"> <li>Implement a quality assurance process for evaluating and updating learning resources regularly.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Monitor the implementation of the framework through periodic reviews and updates.</li> <li>Track the utilization and effectiveness of newly created or curated resources in courses.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>Develop and implement the framework within 18 months.</li> <li>Achieve a 25% increase in the use of high-quality digital learning resources in courses each year for three years.</li> </ul> <p><b>4. Task 4: Professional Development and Support</b></p> <p><b>Actions:</b></p>			



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				<ul style="list-style-type: none"> <li>• Provide professional development opportunities for faculty on the development and use of digital learning resources, including workshops, webinars, and peer mentoring.</li> <li>• Establish a support team to assist faculty in the technical aspects of resource creation and integration into the Moodle platform.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Assess participation rates and satisfaction levels with professional development programs.</li> <li>• Evaluate the impact on the quality and diversity of learning resources created by faculty.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• At least 50% of faculty participate in professional development related to digital resources within the first year.</li> <li>• Positive feedback from 85% of participants regarding the usefulness of the training and support received.</li> </ul> <p>5. Task 5: Student Engagement and Feedback Mechanism</p>			

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				<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Involve students in the review and feedback process for digital learning resources, ensuring their perspectives are considered in resource development and selection.</li> <li>• Implement a system for continuous feedback on the effectiveness and relevance of learning materials from a student perspective.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Analyze student feedback to guide the iterative improvement of digital learning resources.</li> <li>• Conduct regular surveys and focus groups to gather detailed insights into student needs and preferences.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Establish a student feedback mechanism within six months.</li> <li>• Use student feedback to inform the improvement of at least 20% of targeted digital learning resources annually.</li> </ul>			

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30	<p>Involvement of students as partners in curriculum learning design.</p> <p><b>Curriculum design, Student choice</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>		<ol style="list-style-type: none"> <li><b>Task 1: Establish a Student Digital Ambassador Program</b> <b>Actions:</b> <ul style="list-style-type: none"> <li>Recruit and train a group of Student Digital Ambassadors from diverse disciplines to work alongside faculty and IT staff in curriculum development. These ambassadors will represent student interests, provide feedback on digital tools and learning resources, and suggest improvements.</li> <li>Ambassadors participate in workshops on digital literacy and curriculum design principles.</li> </ul> </li> <li><b>Task 2: Implement Co-creation Workshops for Curriculum Development</b> <b>Actions:</b> <ul style="list-style-type: none"> <li>Organize regular co-creation workshops where students and faculty collaborate to review and design curriculum elements, including digital learning resources, assessment strategies, and course content.</li> <li>Use collaborative tools from Microsoft Office 365 Education to facilitate these workshops.</li> </ul> </li> </ol>		<p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>Measure the program's impact through pre- and post-implementation surveys assessing student satisfaction and engagement with the curriculum.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>At least 80% of participating students report a positive impact on their learning experience.</li> <li>A 20% increase in student engagement metrics within digital learning platforms after the first year of implementation.</li> </ul>	Low

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				<p><b>3. Task 3: Develop a Feedback Loop for Continuous Improvement</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Create a digital feedback mechanism, leveraging Moodle and other platforms, where students can regularly provide input on their learning experience, suggest digital tools, and evaluate the effectiveness of digital learning resources.</li> <li>• Review feedback quarterly to inform curriculum adjustments and digital resource updates.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Analyze trends in student feedback to prioritize improvements.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• A 15% increase in positive student feedback on digital learning resources and curriculum relevance annually.</li> </ul> <p><b>4. Task 4: Integrate Student-Led Research into Curriculum Design</b></p> <p><b>Actions:</b></p> <p>Encourage and support student-led research projects that explore new digital learning methodologies,</p>			

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				<p>tools, or resources. Integrate successful projects into the curriculum as case studies or learning modules. Offer guidance and resources through ResearchHub for conducting and publishing their research.</p> <p><b>Evaluation Methods:</b></p> <p>Assess the incorporation of student-led research into the curriculum and its impact on learning outcomes.</p> <p><b>KPIs:</b></p> <p>At least five student-led projects integrated into the curriculum across various departments each year.</p> <p><b>5. Task 5: Foster a Culture of Digital Experimentation and Feedback</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Promote a culture where students are encouraged to experiment with digital tools and platforms in their learning activities and provide structured feedback on their experiences.</li> <li>Recognize and reward innovative uses of digital technology in learning projects or assessments.</li> </ul>			

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				<p><b>Evaluation Methods:</b></p> <p>Collect and evaluate case studies of successful student-led digital experiments.</p> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>An annual showcase event highlighting successful student innovations in digital learning, with participation from at least 10% of the student body.</li> </ul>			
31	<p>Consider different models to expand learning opportunities for existing students and consider how these may extend institutional reach (eg distance, MOOCs, online, blended/hybrid).</p> <p><b>Learning models</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>		<p>1. Task 1: <b>Develop and Launch a Pilot Online Learning Program</b></p> <p><b>Objective: To extend CITI University's educational reach and provide flexible learning opportunities for existing and potential students through an online learning program.</b></p> <p>Actions:</p> <ul style="list-style-type: none"> <li>Conduct a feasibility study to identify the most demanded courses for online delivery based on current student feedback and market analysis.</li> </ul>			Low

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				<ul style="list-style-type: none"> <li>• Develop a pilot online learning program, starting with a small selection of courses that leverage Moodle's capabilities and are designed following best practices in online education.</li> <li>• Train faculty members in online teaching methodologies, including content creation, digital assessment, and student engagement in a virtual environment.</li> <li>• Utilize Office 365 to facilitate collaboration among faculty for content development and to conduct professionally crafted polls for continuous feedback from students and instructors.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Measure student enrollment and completion rates for the pilot program.</li> <li>• Conduct pre- and post-program surveys to assess student satisfaction and learning outcomes.</li> </ul> <p><b>KPIs:</b></p>			

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				<ul style="list-style-type: none"> <li>• Achieve a pilot program enrollment rate of at least 30% of the target student demographic within the first year.</li> <li>• Attain a student satisfaction rate of 80% with the quality and delivery of online courses.</li> </ul> <p><b>2. Task 2: Introduce a Blended Learning Initiative for Hybrid Flexibility</b></p> <p><b>Objective: To enhance the learning experience and cater to diverse student needs by integrating blended learning models into the curriculum.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Identify key courses that would benefit from a blended learning approach, considering factors such as subject matter complexity, student feedback, and faculty readiness.</li> <li>• Develop a comprehensive plan for transitioning these courses to a blended format, which includes both online and in-person components, ensuring alignment with digital strategy and curriculum design principles.</li> <li>• Provide specialized training for faculty on blended learning strategies, focusing on effective integration of digital tools, engaging</li> </ul>			



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				<p>students in a hybrid format, and managing the balance between online and face-to-face interactions.</p> <ul style="list-style-type: none"> <li>• Use Microsoft Forms within Office 365 to gather ongoing feedback from students and faculty participating in the blended courses to guide continuous improvement.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Analyze engagement levels and performance outcomes for students in blended courses compared to traditional formats.</li> <li>• Utilize feedback collected through Microsoft Forms to make iterative adjustments to the program.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Launch blended learning formats for at least five courses in the first academic year.</li> <li>• Document a 15% increase in student engagement in blended courses compared to traditional course formats.</li> </ul>			

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32	<p>Enable curriculum planning in response to longer term changes in graduate careers and life paths as well as the needs of the current job market.</p> <p><b>Curriculum design, Learning design, Digital capability</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>		<p><b>1. Task 1: Implement an Agile Curriculum Development Process</b></p> <p><b>Objective: Create a flexible and responsive curriculum that can adapt to changing industry trends, career opportunities, and technological advancements.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Establish a Curriculum Innovation Team comprising faculty, IT staff, industry experts, and student representatives. This team will be tasked with continuous monitoring of job market trends and technological advancements.</li> <li>• Develop a Dynamic Curriculum Framework that includes core competencies, digital literacy, and adaptable modules for emerging technologies and industry trends.</li> <li>• Utilize Office 365 Tools for ongoing collaboration, stakeholder engagement (through polls and surveys), and to maintain a living document of curriculum changes and feedback.</li> </ul> <p><b>Evaluation Methods:</b></p>			Low

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				<ul style="list-style-type: none"> <li>Regular review meetings to assess curriculum alignment with job market needs.</li> <li>Surveys and polls conducted among students, alumni, and industry partners to gather feedback on curriculum relevance.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>Update at least 30% of courses annually to reflect current industry standards and technological advancements.</li> <li>Achieve an 80% satisfaction rate among students and alumni regarding the curriculum's relevance to the job market within two years.</li> </ul> <p><b>2. Task 2: Foster Industry-Academia Partnerships for Curriculum Development</b></p> <p><b>Objective: Leverage partnerships with industry leaders to ensure that CITI University's curriculum is aligned with real-world requirements and future career paths.</b></p> <p><b>Actions:</b></p>			

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				<ul style="list-style-type: none"> <li>Identify and Establish Strategic Partnerships with key industry players in sectors relevant to CITI University's academic offerings. This involves formalizing relationships with companies and professional organizations for curriculum co-design.</li> <li>Incorporate Work-Integrated Learning and Real-World Projects into the curriculum. This could include internships, industry-sponsored projects, and guest lectures or workshops by professionals.</li> <li>Use Professionally Crafted Polls on Office 365 to regularly solicit feedback from both industry partners and students on the effectiveness and relevance of these integrations.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Tracking of graduate employability rates and employer satisfaction with graduates' preparedness.</li> <li>Feedback from students on the value and relevance of work-integrated learning experiences.</li> </ul> <p><b>KPIs:</b></p>			

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				<ul style="list-style-type: none"> <li>• Increase in graduate employability rates by 20% within three years of implementing the new curriculum model.</li> <li>• 90% positive feedback from industry partners on the preparedness and skill level of graduates within the same timeframe.</li> </ul>			
33	<p>Design assessments that enable all students to demonstrate their achievements, using digital tools and media as appropriate.</p> <p><b>Assessment and feedback</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>		<p><b>1. Task 1: Implement a Comprehensive Digital Assessment Framework</b></p> <p><b>Objective: Develop and implement a digital assessment framework that supports various forms of assessments, including formative, summative, and authentic assessments, using digital tools and media.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Framework Development: Collaborate with academic departments to create a digital assessment framework that outlines types of digital assessments, tools to be used, guidelines for creating and grading assessments, and measures to ensure academic integrity.</li> <li>• Training and Support: Provide training sessions for faculty on digital</li> </ul>			Low

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				<p>assessment methods, focusing on effective use of Moodle, Microsoft Forms, and other digital tools for creating interactive and multimedia-based assessments.</p> <ul style="list-style-type: none"> <li>Pilot and Evaluate: Pilot the digital assessment framework in a select number of courses, gather feedback from students and faculty, and make necessary adjustments before university-wide implementation.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Feedback from pilot courses evaluated to refine assessment strategies.</li> <li>Analysis of student performance data to ensure assessments are effectively measuring learning outcomes.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>Successful implementation of the digital assessment framework in 20% of courses within the first year.</li> </ul>			

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				<ul style="list-style-type: none"> <li>Positive feedback from 80% of faculty and students involved in the pilot phase.</li> </ul> <p><b>2. Task 2: Expand Use of Authentic and Performance-based Assessments</b></p> <p><b>Objective: Increase the use of authentic and performance-based assessments to allow students to demonstrate their achievements in real-world contexts.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Assessment Design: Guide faculty in designing authentic assessments that require students to apply their knowledge and skills to real-world problems, using digital portfolios, simulations, and project-based assignments.</li> <li>Technology Integration: Leverage digital tools such as simulation software, e-portfolios, and video presentations to enable students to complete and submit their assessments online.</li> <li>Showcase and Reflection: Encourage students to reflect on their learning journeys through</li> </ul>			

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				<p>digital portfolios and organize an annual showcase of student projects that highlight their achievements.</p> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Student and faculty surveys to assess the effectiveness of authentic assessments.</li> <li>• Review of student portfolios and projects to evaluate real-world applicability and creativity.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• 30% increase in courses incorporating authentic assessments within two years.</li> <li>• High levels of student engagement and satisfaction with assessment methods, aiming for an 85% positive response rate.</li> </ul> <p><b>3. Task 3: Enhance Feedback Mechanisms Using Digital Tools</b></p> <p><b>Objective: Improve the quality and timeliness of feedback provided to students on their assessments using digital tools.</b></p>			



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				<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Feedback Tools: Utilize digital tools such as Microsoft Forms and Moodle's feedback modules to streamline the feedback process, allowing for quicker, more detailed, and interactive responses to student submissions.</li> <li>Feedback Training: Offer workshops for faculty on effective digital feedback strategies, emphasizing constructive, personalized, and actionable feedback.</li> <li>Continuous Feedback Loop: Establish a system for students to respond to feedback, ask questions, and engage in dialogue with instructors, fostering a continuous feedback loop.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Monitor turnaround time for assessment feedback before and after implementation.</li> </ul>			

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				<ul style="list-style-type: none"> <li>Collect student and faculty feedback on the effectiveness of the new feedback mechanisms.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>Reduction in feedback turnaround time by 50% within the first year of implementation.</li> <li>90% of students report that the feedback they receive is timely, helpful, and enhances their learning experience.</li> </ul>			
34	Embed digital capabilities into courses of study and invest in support for curriculum teams to design effective, authentic digital learning opportunities.  <b>Digital capability</b>	Emerging to established  Not started/planned		<p><b>1. Task 1: Develop and Implement a Digital Competency Framework for Curriculum Design</b></p> <p><b>Objective: Create a comprehensive framework that outlines the digital competencies required across different disciplines, ensuring that students graduate with the skills needed in the digital age.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Framework Development: Assemble a task force comprising curriculum designers, IT staff, faculty members, and</li> </ul>			Low

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				<p>student representatives to develop a digital competency framework. This framework should identify core digital skills and competencies tailored to each field of study.</p> <ul style="list-style-type: none"> <li>• Integration into Curriculum: Work with academic departments to integrate these digital competencies into course outcomes, assignments, and assessment criteria.</li> <li>• Faculty Development: Offer professional development workshops and resources for faculty on incorporating digital tools and competencies into their teaching practices effectively.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Use surveys and focus groups with faculty and students to assess the clarity and relevance of the digital competency framework.</li> <li>• Monitor the integration of digital skills into curricula across departments.</li> </ul> <p><b>KPIs:</b></p>			

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				<ul style="list-style-type: none"> <li>• Complete the development and approval of the digital competency framework within 6 months.</li> <li>• Achieve a 75% faculty participation rate in development workshops within the first year.</li> <li>• Incorporate digital competency requirements into 50% of courses by the end of the second year.</li> </ul> <p><b>2. Task 2: Launch a Digital Innovation Incubator for Curriculum Development</b></p> <p><b>Objective: Foster innovation in digital learning by supporting faculty and curriculum teams in experimenting with new technologies and pedagogical approaches.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Establishment of the Incubator: Set up a digital innovation incubator within the university, providing resources, funding, and expert support for faculty and curriculum teams to develop and test new digital learning tools and methodologies.</li> <li>• Call for Proposals: Invite proposals from faculty and curriculum teams for projects that enhance digital learning in their courses,</li> </ul>			

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				<p>focusing on authenticity, engagement, and alignment with industry needs.</p> <ul style="list-style-type: none"> <li>• Collaboration and Sharing: Use Office 365 tools to facilitate collaboration among project teams and to share project outcomes and best practices across the university.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Track the number of proposals submitted and projects funded by the incubator.</li> <li>• Evaluate the impact of incubator-supported projects on student engagement and learning outcomes.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Fund and support at least 5 innovative digital learning projects in the first year.</li> <li>• Document positive feedback on the learning impact of at least 80% of completed projects from both students and faculty.</li> </ul>			
35	Encourage and support research into digital and online learning to remain in step with changing needs	Emerging to established  Not started/planned		<p><b>1. Task 1: Establish a Digital Learning Research Initiative</b></p> <p><b>Objective: To initiate a focused research program that investigates emerging trends, technologies, and pedagogies in digital and online learning, aligning with</b></p>			Low

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	and preferences of prospective students.  <b>Learning models, Effective digital learners, Student learning</b>			<p><b>the needs and preferences of future students.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Create a Research Hub Group: Leverage the planned ResearchHub platform to establish a dedicated group for digital learning research. This group should involve faculty, IT staff, current students, and alumni to contribute diverse perspectives on digital education.</li> <li>• Funding and Resources: Secure funding for research projects through university budgets, grants, or partnerships with educational technology companies. Provide access to necessary technologies and platforms for conducting research.</li> <li>• Collaboration and Dissemination: Encourage collaborations with other universities and research institutions. Utilize Office 365 tools to share findings across the academic community and industry stakeholders through webinars, publications, and conferences.</li> </ul>			

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				<p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Track the number of research projects initiated, their progress, and the impact of their findings on digital learning strategies.</li> <li>Gather feedback from the university community and external stakeholders on the relevance and applicability of research outcomes.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>Launch at least 5 significant research projects within the first year, focusing on digital and online learning innovations.</li> <li>Achieve publication or presentation of research findings in at least 3 reputable academic or industry forums by the end of the second year.</li> </ul> <p><b>2. Task 2: Implement a Future Learning Trends Observatory</b></p> <p><b>Objective: Create an observatory within CITI University to continuously monitor, analyze, and report on future trends in digital and online learning, ensuring the institution remains adaptive and forward-thinking.</b></p>			

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				<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Establishment of the Observatory: Set up a team responsible for the observatory's operations, including data analysts, educational technologists, and student representatives to ensure a broad range of insights.</li> <li>• Data Collection and Analysis: Utilize advanced data analytics tools to gather information on emerging trends in digital education, student technology use patterns, and global shifts in online learning. Conduct surveys and use professionally crafted polls on Office 365 to involve a wider university community.</li> <li>• Reporting and Strategic Planning: Regularly produce reports on observed trends and propose strategic recommendations to CITI University's leadership for curriculum development, technology adoption, and student engagement strategies.</li> </ul> <p><b>Evaluation Methods:</b></p>			



Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)	
				<ul style="list-style-type: none"> <li>• Assess the effectiveness of the observatory through its influence on strategic decision-making and curriculum innovation.</li> <li>• Evaluate stakeholder engagement and satisfaction with the observatory's outputs.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Produce and disseminate quarterly trend reports to the university community and stakeholders within the first year of operation.</li> <li>• Implement at least 2 strategic initiatives based on observatory recommendations each year, aimed at enhancing CITI University's digital learning environment.</li> </ul>			

## Digital learning

Learning that takes place through digital devices, media and environments, or with digital applications. Digital learning may take place live and in-person, live online, or through asynchronous resources and environments. Includes digital learning and development of staff, as well as formal or informal learning of students.

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36  Invest in digital personal/professional development opportunities for all staff employed by the organisation.  <b>Staff development, Staff retention, Digital capability</b>	Emerging to established Not started/planned		<p><b>1. Task 1: Establish a Comprehensive Digital Skills Development Program for Staff</b></p> <p><b>Objective: To elevate the digital competency of all staff members, fostering an environment that supports continuous learning and adaptation to digital innovations.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Program Design: Develop a digital skills development program that covers essential areas such as digital pedagogy, use of educational technologies (like Moodle and Office 365), cybersecurity basics, and data management. Ensure the program caters to varying levels of digital proficiency.</li> <li>• Blended Learning Approach: Utilize a blended learning approach for the program, combining self-paced online courses (leveraging Moodle) with live, interactive workshops. This approach accommodates diverse schedules and learning preferences.</li> </ul>			Low

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			<ul style="list-style-type: none"> <li>Peer-Led Learning and External Experts: Incorporate sessions led by peers who are proficient in specific digital skills and invite external experts for specialized topics. Utilize part of the IT budget to fund these expert-led sessions.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Track participation rates and completion rates of the program.</li> <li>Conduct pre- and post-program surveys to assess improvements in digital competency and confidence among staff.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>Achieve at least an 80% participation rate among staff within the first year of program launch.</li> <li>Record a 25% overall increase in self-reported digital competency levels among participants after completing the program.</li> </ul> <p><b>2. Task 2: Implement a Digital Mentorship and Peer Support System</b></p> <p><b>Objective: To promote a culture of continuous digital learning and knowledge sharing among staff, enhancing the digital transformation ecosystem within CITI University.</b></p>			

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			<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Mentorship Program Creation: Establish a digital mentorship program where more digitally proficient staff members are paired with colleagues seeking to enhance their digital skills. This program encourages one-on-one support and fosters a collaborative learning culture.</li> <li>• Digital Peer Support Network: Set up a digital peer support network using Microsoft Teams, where staff can share resources, ask questions, and offer solutions related to digital challenges. This platform also serves as a repository for digital learning materials and best practices.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Monitor engagement levels within the mentorship program and the digital peer support network.</li> <li>• Gather feedback from staff on the effectiveness of these initiatives in supporting their digital development.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Enroll at least 50% of staff in the mentorship program within six months of its introduction.</li> <li>• Demonstrate active monthly engagement of at least 60% of staff</li> </ul>			

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			within the digital peer support network by the end of the first year.			
37	<p>Invest in self-access resources to support the development of digital capabilities among learners.</p> <p>Invest in a range of support services to ensure that appropriate support and guidance exists to help develop effective digital learners.</p> <p><b>Student learning, Effective digital learners, Digital capability, Library and learning resources</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>	<p><b>1. Task 1: Expand and Diversify Self-Access Digital Learning Resources</b></p> <p><b>Objective: To provide learners with a broad range of digital resources that support independent learning and the development of digital skills relevant to their studies and future careers.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Curate and Develop Digital Resources: Utilize Moodle to curate a repository of self-access digital learning resources. This repository should include tutorials, interactive modules, webinars, and open educational resources (OERs) covering a wide range of skills from basic digital literacy to advanced digital competencies specific to disciplines.</li> <li>• Personalized Learning Pathways: Implement adaptive learning technologies within Moodle that offer personalized learning recommendations based on individual learner's progress, preferences, and career aspirations.</li> <li>• Promotion and Awareness: Launch an awareness campaign using Office 365 tools (email, Teams) to inform students about available resources and how to</li> </ul>			

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				<p>effectively utilize them for self-directed learning.</p> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Monitor usage statistics of the digital resources repository.</li> <li>• Conduct periodic surveys to assess student satisfaction and perceived impact on their digital skills development.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Achieve a 50% usage rate of the digital resources repository among students within the first year.</li> <li>• Secure at least 80% positive feedback from students regarding the quality and relevance of the resources.</li> </ul> <p><b>2. Task 2: Establish a Comprehensive Digital Learner Support Framework</b></p> <p><b>Objective: To ensure that students receive the necessary support and guidance to become effective digital learners, overcoming any barriers to access and utilization of digital learning opportunities.</b></p> <p><b>Actions:</b></p>			

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			<ul style="list-style-type: none"> <li>• Digital Learning Support Team: Form a dedicated team responsible for providing digital learning support, including technical assistance, digital skills coaching, and guidance on effective online study strategies.</li> <li>• Virtual Help Desk and Peer Support: Implement a virtual help desk within Moodle, supplemented by a peer support system, where students can seek help and share insights about navigating digital learning challenges.</li> <li>• Accessibility and Inclusion Initiatives: Develop targeted support measures for students at risk of digital exclusion, including adaptive technologies, personalized learning support plans, and language translation services.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Analyze help desk activity logs and resolution rates.</li> <li>• Gather feedback from students, especially those identified at risk of digital exclusion, to measure the effectiveness of support services.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Respond to 90% of help desk inquiries within 24 hours and resolve 85% of issues within 72 hours.</li> </ul>			

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			<ul style="list-style-type: none"> <li>Increase the digital engagement rate of students previously identified at risk of exclusion by 40% within the first year of implementing targeted support measures.</li> </ul>			
38	<p>Provide learners with digital opportunities that encourage self-regulated independent learning.</p> <p><b>Self regulation, Library and learning resources</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>	<p><b>1. Task 1: Development and Expansion of an Online Learning Resources Hub</b></p> <p><b>Objective: Create a comprehensive online hub using Moodle that centralizes digital learning resources, tools, and self-assessment modules to facilitate self-regulated learning among students.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Curate and Create Content: Collaboratively work with faculty and IT staff to curate existing digital resources and create new interactive learning modules, tutorials, and self-assessment tools tailored to different areas of study at CITI University.</li> <li>Personalized Learning Pathways: Implement adaptive learning technologies within Moodle that recommend resources and modules based on students' progress, interests, and areas for improvement, encouraging personalized and self-paced learning journeys.</li> <li>Promotion and Training: Utilize Office 365 tools to promote the hub among</li> </ul>			Low



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			<p>students and staff, and provide training sessions on how to effectively use the resources for self-directed learning.</p> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Monitor engagement and usage statistics of the hub.</li> <li>• Conduct surveys to gather feedback from students and faculty on the hub's effectiveness in supporting independent learning.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Achieve at least a 50% student engagement rate with the online learning resources hub within the first year of its launch.</li> <li>• Secure positive feedback from 75% of users regarding the hub's utility in supporting their independent learning goals.</li> </ul> <p><b>2. Task 2: Implement a Digital Badge System to Recognize Self-Learning Achievements</b></p> <p><b>Objective: Motivate students to engage in self-regulated learning by introducing a digital badge system that recognizes and rewards the acquisition of key digital skills and completion of independent learning modules.</b></p> <p><b>Actions:</b></p>			

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>• Badge System Design: Design a digital badge system in collaboration with academic departments that aligns with the digital skills framework and independent learning objectives of CITI University's courses.</li> <li>• Integration with Moodle and ResearchHub: Integrate the badge system with Moodle for tracking learning achievements and ResearchHub for showcasing students' digital badges on their profiles, enhancing their digital portfolio.</li> <li>• Awareness Campaign: Launch an awareness campaign through email and Teams to educate students about the benefits of digital badges and how they can enhance their learning and career prospects.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Track the number of badges issued and the diversity of skills covered.</li> <li>• Survey students and employers on the perceived value of the digital badges earned.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Issue digital badges to at least 30% of students participating in self-regulated learning activities within the first year.</li> </ul>			

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			<ul style="list-style-type: none"> <li>Receive feedback that 70% of badge earners feel the recognition has positively impacted their motivation for independent learning.</li> </ul>			
39	<p>Make learners aware of the digital skills they will need in their chosen career pathways and have opportunities to practice them throughout their course/s.</p> <p><b>Digital capability</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>	<p><b>1. Task 1: Integrate Digital Skills Mapping into Curriculum Development</b></p> <p><b>Objective: Ensure that all courses clearly define the digital skills required in their respective fields and incorporate opportunities for students to develop and practice these skills.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Digital Skills Audit and Mapping: Collaborate with academic departments to conduct an audit of the digital skills demanded in the job market for each field of study. Use this audit to map out specific digital skills to be integrated into the curriculum of relevant courses.</li> <li>Curriculum Integration: Update course syllabi to include identified digital skills as learning outcomes, ensuring that teaching methods, assignments, and assessment criteria are aligned to facilitate the development of these skills. Leverage Moodle's capabilities to host digital skills modules and resources.</li> <li>Stakeholder Engagement: Utilize Office 365 tools to facilitate workshops and</li> </ul>			Low

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				<p>discussions with faculty, industry partners, and students to ensure the relevancy and applicability of the digital skills being integrated into courses.</p> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Regular review of course syllabi and student feedback to assess the integration and impact of digital skills training.</li> <li>• Conduct annual industry feedback sessions to ensure alignment with current and future job market demands.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• At least 75% of courses within each department include specific digital skills learning outcomes within one year.</li> <li>• Positive feedback from 80% of students regarding the relevance and utility of digital skills training in their courses.</li> </ul> <p><b>2. Task 2: Launch a Digital Skills Showcase and Practice Platform</b></p> <p><b>Objective: Provide a platform for students to practice digital skills in real-world scenarios and showcase their competencies to potential employers.</b></p> <p><b>Actions:</b></p>			

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			<ul style="list-style-type: none"> <li>Platform Development: Develop a section within ResearchHub dedicated to student projects that require the application of digital skills. This platform should allow students to submit projects, receive feedback, and showcase their work publicly or privately to potential employers.</li> <li>Real-World Project Integration: Work with faculty and industry partners to create assignments and projects that address real-world problems, encouraging the application of digital skills acquired in coursework.</li> <li>Digital Skills Portfolio: Encourage students to maintain a digital skills portfolio on ResearchHub, where they can collect badges, certifications, and showcase projects that demonstrate their digital competencies.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Track student participation in the platform and the completion rate of digital skills projects.</li> <li>Survey students and employers on the effectiveness of the portfolio as a tool for demonstrating digital competencies and facilitating employment opportunities.</li> </ul> <p><b>KPIs:</b></p>			

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			<ul style="list-style-type: none"> <li>Participation of at least 50% of students in submitting projects to the platform within the first two years.</li> <li>At least 30% of participating students report gaining internships, employment opportunities, or positive feedback from employers based on their showcased digital skills.</li> </ul>			
40	Provide and support mechanisms and opportunities for learners to record achievements and reflect on progression over time.  <b>E-portfolios, Student progression, Personalised learning</b>	Emerging to established  Not started/planned	<p><b>1. Action Task: Implement a Comprehensive Digital Portfolio System</b></p> <p><b>Objective: Enable students to maintain digital portfolios that document their learning journey, achievements, and reflection on progression, facilitating both academic and professional development.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>Digital Portfolio Platform Selection and Customization: Utilize part of the IT infrastructure budget to adopt or enhance an existing platform (potentially within Moodle or ResearchHub) that allows students to create and maintain digital portfolios. This platform should support multimedia content (text, images, videos), reflections, and integration with digital badges and certificates earned through coursework and extracurricular activities.</li> </ul>			Low

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				<ul style="list-style-type: none"> <li>Integration with Learning and Career Pathways: Work with academic departments and the careers service to ensure that the digital portfolio platform is aligned with learning outcomes, skills frameworks, and career pathway resources. This alignment helps students understand and articulate the digital skills they develop and their relevance to future career opportunities.</li> <li>Training and Support for Users: Provide comprehensive training for students and staff on using the digital portfolio platform. This includes creating content, reflecting on learning, and presenting portfolios to potential employers or for further study applications. Utilize Office 365 tools, such as Teams for live workshops and OneNote for resource sharing, to facilitate this training.</li> <li>Stakeholder Engagement: Engage students, faculty, and potential employers in the development process through surveys and feedback sessions conducted via Office 365, ensuring the platform meets the needs of all stakeholders.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Track usage and engagement statistics with the digital portfolio platform.</li> </ul>			

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			<ul style="list-style-type: none"> <li>Conduct regular surveys of students and faculty to assess satisfaction with the platform and its impact on learning and career progression.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>Achieve a 70% adoption rate among students for the digital portfolio platform within the first year of implementation.</li> <li>Secure positive feedback from at least 80% of users regarding the platform's utility in supporting their academic and professional development goals.</li> </ul>			
41	Identify and support the diverse needs of digital learners, particularly those at risk of exclusion because of issues such as poverty, disability, mental health, physical location, language, cultural differences or any other access difficulties.	Emerging to established  Not started/planned	<p><b>1. Action Task: Develop and Implement an Inclusive Digital Learning Support Program</b></p> <p><b>Objective: Create a holistic support program that addresses the barriers to digital learning faced by students at risk of exclusion, ensuring that all students have the resources, tools, and support necessary for successful digital learning experiences.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>Comprehensive Needs Assessment: Conduct a detailed assessment of the diverse needs of students, focusing on identifying barriers to digital learning such as economic challenges, disabilities, mental health issues, geographical constraints, language barriers, and cultural differences. Utilize</li> </ul>			Low



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	<p>Accessibility and inclusion, Student choice, Flexible learning, Student support, Personalised learning</p>		<p>surveys, focus groups, and one-on-one interviews facilitated through Office 365 tools to gather data from students, faculty, and support staff.</p> <ul style="list-style-type: none"> <li>• Program Design: Based on the needs assessment, design a comprehensive Inclusive Digital Learning Support Program that includes:</li> <li>• Provision of Devices and Internet Access: Allocate part of the IT budget to provide laptops, tablets, and internet access subsidies or devices to students who cannot afford them.</li> <li>• Adaptive Learning Technologies: Invest in and integrate adaptive learning technologies and software that support students with disabilities, offering personalized learning experiences tailored to individual needs.</li> <li>• Multilingual and Culturally Sensitive Resources: Develop and curate digital learning resources in multiple languages and ensure that content is culturally inclusive. Collaborate with language departments and cultural associations to create and review materials.</li> <li>• Mental Health and Well-being Resources: Partner with the student support services to offer digital well-being resources, workshops, and counseling services accessible through</li> </ul>			

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			<p>Moodle or a dedicated section on ResearchHub.</p> <ul style="list-style-type: none"> <li>• Training and Workshops: Organize regular training sessions and workshops for students and staff on using digital tools effectively, focusing on inclusive practices and adaptive technologies.</li> <li>• Implementation and Support: Roll out the program in phases, starting with the most critical needs identified. Establish a dedicated support team to assist students in accessing and using digital resources and technologies. Use Office 365 for ongoing communication, support, and feedback collection.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Regular monitoring and evaluation of program uptake and effectiveness, with adjustments made based on feedback and evolving needs.</li> <li>• Surveys and interviews with program participants to assess the impact on their digital learning experiences and overall academic success.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Within the first year, achieve a program participation rate of at least 50% among identified at-risk students.</li> </ul>			

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			<ul style="list-style-type: none"> <li>Document a 25% decrease in reported barriers to digital learning among program participants.</li> <li>Achieve an 80% satisfaction rate among participants regarding the support received through the program.</li> </ul>			
42	<p>Ensure learners have seamless physical and remote access to all the digital information they need to make good choices, meet course requirements, progress, and achieve.</p> <p><b>Library and learning resources, Student support</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>	<p><b>1. Task 1: Enhance Digital Library and Resource Accessibility</b></p> <p><b>Objective: To provide comprehensive, user-friendly access to digital libraries and resources that support the academic and research needs of all students, irrespective of their physical location or any accessibility challenges.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Upgrade Digital Library Infrastructure: Utilize part of the IT infrastructure budget to upgrade the digital library platform, ensuring it's equipped with advanced search functionalities, remote access capabilities, and integration with Moodle and ResearchHub. This includes subscriptions to academic databases, e-journals, and e-books relevant to all courses offered.</li> <li>Accessibility Features Implementation: Ensure the digital library platform and all digital resources comply with international web accessibility standards, such as WCAG (Web</li> </ul>			Low

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				<p>Content Accessibility Guidelines). Implement features like text-to-speech, adjustable text sizes, and contrast settings to cater to students with disabilities.</p> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Track usage statistics of the digital library and specific accessibility features.</li> <li>Conduct student surveys to assess satisfaction with the digital resources provided and identify areas for improvement.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>Achieve a 20% increase in digital library usage by the end of the first year post-upgrade.</li> <li>Maintain a 90% satisfaction rate among users, especially focusing on improvements noted by students requiring accessibility accommodations.</li> </ul> <p><b>2. Task 2: Establish a Comprehensive Digital Support and Training Program</b></p> <p><b>Objective: To ensure all students, especially those at risk of digital exclusion, have the knowledge and support needed to effectively utilize digital tools and resources for their learning.</b></p>			

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				<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Digital Literacy and Support Services: Develop and implement a digital literacy curriculum, available through Moodle, that covers essential digital skills, effective use of the university's digital platforms, and strategies for online learning success. Include synchronous and asynchronous support services, such as a chatbot for 24/7 assistance and scheduled live support sessions via Microsoft Teams.</li> <li>• Stakeholder Engagement for Continuous Improvement: Use Office 365 tools to gather regular feedback from students and faculty about the digital support services. This feedback will be used to make iterative improvements to the services offered.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Analyze participation rates in digital literacy programs and use of support services.</li> <li>• Gather feedback through surveys and Office 365 polls to evaluate the effectiveness of the support program.</li> </ul> <p><b>KPIs:</b></p>			

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				<ul style="list-style-type: none"> <li>Enroll at least 50% of the student body in digital literacy and skills development programs within the first year.</li> <li>Achieve an 85% satisfaction rate among participants regarding the improvement of their digital skills and the support received.</li> </ul>			

## Digital teaching

Teaching through digital devices, media and environments, or with digital applications. Digital teaching may take place live and in-person, live online, or by supporting students with a variety of asynchronous resources and environments. Also supporting students with their digital learning skills.

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43	Invest in digital learning and teaching infrastructure such as the	Emerging to established Not started/planned		<ol style="list-style-type: none"> <li><b>Task 1: Comprehensive Enhancement of Digital Learning Infrastructure</b>  <b>Objective: To significantly upgrade and expand the digital learning infrastructure,</b></li> </ol>			Low

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<p>VLE/LMS, assessment and submission/mark ing systems, e-portfolios, analytics, AR/VR. Invest in and manage a range of digital platforms to support on-campus, online live and asynchronous engagement in learning.</p> <p><b>Learning environments, Assessment and feedback, Learning infrastructure, Blended/hybrid approaches, Open educational practice (OEP), Open educational resources (OER), Learning</b></p>			<p><b>including the VLE/LMS, to support a wide range of digital learning modalities and innovative teaching practices.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Infrastructure Upgrade: Allocate a portion of the IT budget to upgrade the existing Moodle platform, ensuring it supports the latest e-learning technologies, including AR/VR, advanced analytics for personalized learning experiences, and integrated e-portfolio systems for student assessment and showcasing achievements.</li> <li>Open Education Platform Development: Begin the development of an Open Education Platform, taking cues from models like MIT OpenCourseWare, to provide access to a wide array of learning resources, including OERs, for both CITI University students and the wider community. This platform should integrate seamlessly with Moodle, allowing for an expansive learning ecosystem.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Usage and engagement metrics for the upgraded Moodle platform and the Open Education Platform.</li> <li>Feedback surveys from students and faculty regarding the effectiveness and impact of the new digital tools and resources.</li> </ul>			

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	resources, Student support, Digital capability		<p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Increase Moodle platform engagement by 40% within the first year post-upgrade.</li> <li>• Successfully launch the Open Education Platform with at least 100 courses available within the first 18 months.</li> </ul> <p><b>2. Task 2: Expansion of Digital Platforms for Enhanced Learning Engagement</b></p> <p><b>Objective: To diversify the digital tools and platforms available to faculty and students, supporting a blend of on-campus, online live, and asynchronous learning activities.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Digital Tools Suite: Invest in a curated suite of digital tools designed to enhance interactive learning, collaboration, and assessment. This includes tools for live polling, virtual labs, collaborative project management platforms, and software to support asynchronous discussions and peer feedback.</li> <li>• Learning Spaces Modernization: Upgrade physical learning spaces to support hybrid learning modalities, ensuring all classrooms are equipped with the necessary technology for live streaming, recording lectures, and facilitating interactive sessions with remote participants.</li> </ul> <p><b>Evaluation Methods:</b></p>			



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			<ul style="list-style-type: none"> <li>Adoption rates of new digital tools by faculty and students.</li> <li>Student satisfaction surveys focused on the effectiveness of hybrid learning experiences and the accessibility of digital resources.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>Achieve a 70% adoption rate of new digital tools among faculty for teaching purposes within six months.</li> <li>Record at least a 30% improvement in student satisfaction with the quality of hybrid and online learning experiences.</li> </ul>			
44	<p>Ensure teaching staff with digital skills and expertise are recruited and retained.</p> <p><b>Staff development, Digital capability</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>	<p><b>1. Task 1: Digital Skills Proficiency Framework Development and Implementation</b></p> <p><b>Objective: Develop and implement a comprehensive digital skills proficiency framework to guide the recruitment, development, and retention of teaching staff with essential digital capabilities.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Framework Development: Collaborate with key stakeholders, including faculty leaders and IT specialists, to define a digital skills proficiency framework that outlines required digital competencies for teaching roles across various disciplines. This framework should align with international best practices in digital</li> </ul>			

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			<p>education and the specific needs of CITI University's digital transformation goals.</p> <ul style="list-style-type: none"> <li>Recruitment and Professional Development Integration: Integrate this framework into the recruitment process to assess candidates' digital competencies. Additionally, incorporate the framework into ongoing professional development programs, ensuring existing staff receive training and support to meet these competencies.</li> </ul> <p><b>Evaluation Methods:</b></p> <p>Utilize surveys and performance reviews to assess the effectiveness of the digital skills framework in improving teaching staff's digital capabilities.</p> <p>Monitor recruitment and retention rates post-implementation.</p> <p><b>KPIs:</b></p> <p>Increase in the proportion of teaching staff meeting the defined digital competencies by 50% within the first two years.</p> <p>Achieve a 90% satisfaction rate among staff regarding the support and training provided for digital skills development.</p> <p><b>2. Task 2: Digital Ambassador Program</b></p> <p><b>Objective: Establish a Digital Ambassador Program to foster a culture of continuous</b></p>			

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				<p><b>digital learning among teaching staff and to support the retention of digitally skilled personnel.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Program Launch: Identify and train a group of digital ambassadors from among the current teaching staff who exhibit advanced digital skills and a passion for digital education. These ambassadors will serve as mentors, trainers, and innovators, sharing best practices and supporting their peers in digital teaching methodologies.</li> <li>• Peer-Learning Sessions and Innovation Labs: Organize regular peer-learning sessions and innovation labs led by digital ambassadors. These sessions should focus on practical applications of digital tools in teaching, sharing of digital teaching experiences, and exploration of new technologies like AR/VR in education.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Track participation in the Digital Ambassador Program and its activities.</li> <li>• Collect qualitative feedback from teaching staff on the impact of the program on their teaching practices and digital skills enhancement.</li> </ul>			

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			<p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>Engage at least 30% of the teaching staff in the Digital Ambassador Program activities within the first year.</li> <li>Document and share at least 20 innovative digital teaching practices developed through the program annually.</li> </ul>			
45	<p>Development and training of teaching staff with digital skills and expertise.</p> <p><b>Staff development, Digital capability</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>	<p><b>1. Task 1: Digital Proficiency Development Program for Teaching Staff</b></p> <p><b>Objective: Create a structured program focused on enhancing the digital skills of teaching staff, covering essential areas like digital content creation, online pedagogy, use of analytics, and innovative technologies such as AR/VR in education.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Program Design and Implementation: Design a modular, flexible training program that caters to varying levels of digital proficiency among staff. This program should include workshops, online courses, and hands-on sessions covering key digital tools and pedagogical strategies. Leverage Microsoft Teams and Moodle for delivering these sessions.</li> <li>Mentorship and Peer Learning: Establish a mentorship system pairing</li> </ul>			Low

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				<p>digitally proficient staff with those seeking to enhance their skills. Facilitate peer-learning groups within departments to encourage collaboration and the sharing of digital teaching practices.</p> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Pre- and post-program surveys to assess skill enhancement.</li> <li>• Regular feedback sessions to tailor the program to evolving needs.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Achieve at least 80% participation rate among teaching staff within the first year.</li> <li>• Record a 40% increase in self-reported digital teaching proficiency among participants post-program.</li> </ul> <p><b>2. Task 2: Integration of Digital Teaching Tools and Methodologies into Curriculum Development</b></p> <p>Objective: <b>Systematically integrate digital teaching tools and methodologies into the curriculum development process, ensuring that digital literacy becomes a cornerstone of all programs offered at CITI University.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Curriculum Review and Integration: Work with academic departments to review and revise curriculum</li> </ul>			

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				<p>frameworks, integrating digital literacy objectives and the use of digital tools into course outcomes. This includes embedding specific tools and platforms relevant to each discipline, like AR/VR for engineering and sciences, analytics for business courses, etc.</p> <ul style="list-style-type: none"> <li>Support and Resources for Curriculum Development: Provide teaching staff with the resources, support, and time needed to redesign courses. This might include access to digital tool subscriptions, training in course design software, and assistance from IT specialists in integrating new technologies.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Review and analysis of course syllabi before and after revisions.</li> <li>Student feedback on the effectiveness of digital tools and methodologies in their learning experience.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>Complete curriculum revisions for at least 50% of programs to include digital teaching objectives and tools within two years.</li> </ul>			

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			<ul style="list-style-type: none"> <li>Achieve a 25% improvement in student satisfaction with the digital aspects of their courses post-revision.</li> </ul>			
46	Invest in and manage a range of learning spaces with suitable connectivity and equipment to support group, individual and off site learning and teaching.  <b>Library and learning resources, Learning spaces, Study spaces</b>	Emerging to established  Not started/planned	<p><b>1. Task 1: Enhancement of Physical Learning Spaces for Digital Compatibility</b></p> <p><b>Objective: To upgrade existing learning spaces and create new ones equipped with advanced digital tools and connectivity to support a variety of learning and teaching modalities, including group work, individual study, and off-site teaching.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Technology-Enhanced Learning Spaces: Upgrade classrooms and lecture halls with high-speed Wi-Fi, interactive whiteboards, projectors capable of connecting to a variety of devices, and audio-visual recording equipment for live streaming and recording of lectures. This initiative should also include spaces designed for AR/VR learning experiences, facilitating immersive learning.</li> <li>Flexible and Accessible Study Areas: Develop flexible study areas that can be easily reconfigured for group work or individual study, equipped with power outlets, digital screens for collaborative work, and access to the university's digital resources. Ensure these areas are accessible to all students, including</li> </ul>			Low

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			<p>those with disabilities, to support inclusive learning.</p> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Monitor utilization rates of the upgraded and new learning spaces.</li> <li>• Conduct surveys with students and faculty to assess satisfaction and identify areas for further improvement.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Increase the usage of technology-enhanced learning spaces by 50% within the first year post-upgrade.</li> <li>• Achieve at least 80% satisfaction rate among users of the new flexible study areas.</li> </ul> <p><b>2. Task 2: Development of Remote Learning Hubs</b></p> <p><b>Objective: To establish remote learning hubs that provide students and faculty with the necessary infrastructure to participate in or conduct online live and asynchronous learning sessions, particularly benefiting those who may not have suitable facilities at home.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Remote Learning Hubs Setup: Identify locations within the community (e.g., libraries, community centers) that can be equipped with computers, high-speed internet, and video conferencing</li> </ul>			



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			<p>facilities to serve as remote learning hubs. Collaborate with local partners to facilitate this setup, ensuring students and faculty have access regardless of their physical location.</p> <ul style="list-style-type: none"> <li>• Training and Support: Provide training for students and faculty on how to make the best use of these hubs, including guidance on accessing digital resources and participating in online learning activities. Offer ongoing technical support to ensure a smooth learning experience.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Track the number of users and usage hours at remote learning hubs.</li> <li>• Gather feedback from users to assess the effectiveness of these hubs and identify any additional support needs.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Establish at least 5 remote learning hubs within the first year.</li> <li>• Record over 1000 user hours per month at these hubs within six months of operation.</li> </ul>			
47	Investigate and develop strategies for the ethical use of learning	Emerging to established	<ol style="list-style-type: none"> <li><b>Task 1: Establishment of a Learning Analytics Policy Framework</b></li> </ol> <ul style="list-style-type: none"> <li>• <b>Objective: Develop a comprehensive policy framework for the ethical use of learning analytics that aligns with international</b></li> </ul>			Low

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<p>analytics to inform teaching and curriculum development.</p> <p><b>Data analytics, Ethics</b></p>	<p>Not started/planned</p>		<p><b>standards and guidelines. This framework will guide the collection, analysis, and use of data to improve teaching practices and curriculum development while safeguarding student privacy and data security.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Policy Development Committee: Form a committee comprising stakeholders from IT, academic departments, legal, student representation, and data protection officers to draft the policy. This committee will review best practices, legal requirements, and ethical standards related to learning analytics.</li> <li>• Framework Components: The framework should include guidelines on data collection, consent protocols, data analysis, access controls, data sharing, and transparency measures. Additionally, it should outline procedures for addressing privacy concerns and ensuring the secure handling of data.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Stakeholder feedback sessions during the draft and finalization phases of the policy.</li> <li>• An audit of existing data handling practices to identify areas of improvement and alignment with the new policy.</li> </ul> <p><b>KPIs:</b></p>			

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				<ul style="list-style-type: none"> <li>Formal adoption of the learning analytics policy framework within six months of task initiation.</li> <li>Compliance rate of 100% with the framework in all subsequent learning analytics initiatives.</li> </ul> <p><b>2. Task 2: Pilot Program for Ethical Use of Learning Analytics</b></p> <p><b>Objective: Implement a pilot program to explore the ethical use of learning analytics in a controlled setting, focusing on enhancing student learning experiences and informing curriculum development without compromising ethical standards.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Pilot Design and Implementation: Identify a set of courses or programs to be included in the pilot, with clear objectives for the use of learning analytics. This could involve analyzing student interaction with digital resources, engagement patterns, and performance indicators to tailor teaching strategies and curriculum adjustments.</li> <li>Ethics Oversight and Review: Establish an ethics oversight board specifically for the pilot, including members from the policy development committee. This board will monitor the pilot, ensuring adherence to the established policy framework, and review the outcomes for ethical considerations and effectiveness.</li> </ul> <p><b>Evaluation Methods:</b></p>			

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)	
				<ul style="list-style-type: none"> <li>Regular review meetings with the ethics oversight board to assess the pilot's adherence to ethical standards.</li> <li>Surveys and interviews with participating students and faculty to gather feedback on the impact and perceptions of the learning analytics pilot.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>Successful completion of the pilot program with at least 5 courses or programs within one academic year.</li> <li>Demonstration of improved teaching strategies or curriculum adjustments based on analytics insights, with at least 80% positive feedback from participants on the ethical handling of data.</li> </ul>			

## Learner experience

The subjective experience of learning overall, including the taught curriculum and non-curricular activities such as private study, learning skills support, library resources, careers support and informal collaborative learning. Also includes aspects of emotional and personal wellbeing.

Strategic aim and vision (Using elements from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
48 Identify and recognise how the variety of learner experience can inform developments. Learner experiences feed into developments in curriculum design, digital tools and technologies, student services, digital collections and learning resources.  <b>Student experience, Digital fluency, International activities</b>	Emerging to established Not started/planned		<p><b>1. Task 1: Implementation of a Comprehensive Learner Feedback System</b></p> <p><b>Objective: Develop and implement a comprehensive, digital-first feedback system that captures the diverse experiences of learners across different touchpoints in their educational journey, from curriculum engagement to the use of digital tools and participation in community experiences.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Digital Feedback Platform: Utilize Microsoft Office 365 tools to create a seamless, intuitive platform for collecting feedback from students. This platform should be accessible via Moodle and directly through the university's intranet, enabling students to share their experiences, suggestions, and concerns in real-time.</li> <li>Feedback Integration in Development Processes: Establish a cross-departmental team responsible for analyzing feedback and identifying trends and areas for improvement. This team will work closely with IT, academic departments, student services, and library services to ensure that learner experiences directly inform the evolution of curriculum</li> </ul>			Low

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				<p>design, digital tool selection, and service provision.</p> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Regular analysis of feedback data for trends and actionable insights.</li> <li>• Surveys and focus groups to assess the effectiveness of changes made in response to feedback.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Achieve a participation rate of at least 30% of the student body providing feedback through the platform within the first year.</li> <li>• Implement at least 5 significant improvements based on student feedback across different areas (curriculum, digital tools, student services) within the first 18 months.</li> </ul> <p><b>2. Task 2: Digital Wellbeing and Community Engagement Program</b></p> <p><b>Objective: Enhance the wider experience of learners at CITI University by adopting digital strategies that promote personal development, wellbeing, and a sense of belonging, from pre-enrolment to post-qualification and into alumni status.</b></p> <p><b>Actions:</b></p>			

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				<ul style="list-style-type: none"> <li>Wellbeing and Engagement Portal: Develop a dedicated section within the Moodle platform that provides resources and activities aimed at promoting digital wellbeing, personal development, and community engagement. This should include mental health resources, financial literacy tools, and digital fluency materials, as well as forums and virtual spaces for making connections and building friendships.</li> <li>Alumni Digital Community: Utilize digital platforms to foster a sense of belonging among alumni, encouraging ongoing engagement with the university and current students. This could include mentorship programs, virtual networking events, and access to continuing education resources.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Usage metrics for the wellbeing and engagement portal.</li> <li>Alumni engagement rates and feedback on the digital community initiatives.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>At least 50% of students engage with the wellbeing and engagement portal activities within the first year of launch.</li> </ul>			

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			<ul style="list-style-type: none"> <li>A 20% increase in alumni engagement through digital platforms and programs within the first two years.</li> </ul>			
49	Support the wider experience of learners across the organisation and adopt digital strategies to ensure that there are opportunities for personal development such as enjoyment, making connections and friendships, creating a sense of belonging, wellbeing, and participating in community experiences.  Use technology to provide consistent experiences for students from pre-enrolment to	Emerging to established  Not started/planned	<p><b>Task 1: Launch of a Comprehensive Student Engagement and Wellbeing Platform</b></p> <p><b>Objective: Create a centralized digital platform that supports students' personal development, wellbeing, and community engagement from pre-enrolment through to alumni status.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Platform Development: Utilize Microsoft Office 365 Education tools to develop an interactive platform integrating resources for mental health, financial literacy, digital fluency, and career planning. Include forums, social networking features, and collaborative spaces to foster connections and friendships.</li> <li>Consistent Experience Design: Ensure the platform offers a seamless experience for users at different stages of their educational journey, including prospective students, current students, and alumni, with tailored resources and engagement opportunities for each group.</li> </ul> <p><b>Evaluation Methods:</b></p>			



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	post-qualification.  <b>Sense of belonging, Student support, Building digital communities, Economic/financial literacy</b>			<ul style="list-style-type: none"> <li>Track engagement metrics (logins, resource downloads, forum posts) to assess usage and identify popular features.</li> <li>Conduct annual surveys to gauge the platform's impact on students' sense of belonging, wellbeing, and personal development.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>Achieve a 40% engagement rate with the platform among the target student population within the first year of launch.</li> <li>A 20% year-over-year increase in the usage of personal development and wellbeing resources.</li> </ul> <p><b>Task 2: Digital Mentorship and Peer Support Programs</b></p> <p><b>Objective: Establish digital mentorship and peer support structures that facilitate personal development, academic success, and community belonging.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Program Development: Launch a digital mentorship program connecting students with alumni and peer supporters, using matching algorithms based on interests, career goals, and academic programs.</li> </ul>			

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			<ul style="list-style-type: none"> <li>• Training and Resources: Provide training sessions and digital resources for mentors and mentees to ensure meaningful, supportive relationships.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Monitor participation rates and match longevity to measure program engagement and effectiveness.</li> <li>• Collect feedback from participants to continuously refine and improve the mentorship experience.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Enroll at least 25% of the student body in the mentorship program within the first 18 months.</li> <li>• 90% satisfaction rate among program participants after one year.</li> <li>• Task 3: Virtual Campus Experience Initiative</li> <li>• Objective: Use digital technologies to enhance the sense of campus community and belonging, especially for remote and international students.</li> </ul> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Virtual Campus Tours and Events: Develop interactive virtual tours of the campus and host</li> </ul>			

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				<p>live-streamed events and workshops that are accessible remotely.</p> <ul style="list-style-type: none"> <li>Digital Community Building: Encourage the use of digital collaboration tools included in Office 365 for student clubs, study groups, and social events, providing a space for shared experiences and community engagement.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Analyze attendance and participation rates in virtual events and the usage of digital collaboration tools.</li> <li>Survey students annually on their sense of campus belonging and community involvement.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>50% of remote and international students participate in virtual campus experiences and digital community activities within the first year.</li> <li>A 10% increase in reported student satisfaction with campus community engagement and belonging after two years.</li> </ul>			

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50	<p>Alumni engagement</p> <p><b>Sense of belonging, Building digital communities</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>		<p><b>Task 1: Development of a Digital Alumni Platform</b></p> <p><b>Objective: Create an inclusive digital platform dedicated to alumni, facilitating networking, mentorship, and continuous learning opportunities.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Platform Features: Develop a platform using Microsoft Office 365 tools that enables alumni to connect with each other, current students, and faculty. Incorporate features for job postings, mentorship opportunities, and access to academic resources and courses from the planned Open Education platform.</li> <li>Integration with ResearchHub: Ensure the platform integrates seamlessly with ResearchHub, allowing alumni to contribute to and benefit from research publications and collaborations.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Monitor platform engagement metrics (e.g., active users, mentorship pairings, job postings).</li> <li>Conduct annual satisfaction surveys among alumni and current students participating in the mentorship programs.</li> </ul> <p><b>KPIs:</b></p>			Low

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			<ul style="list-style-type: none"> <li>Achieve a 25% alumni registration rate on the platform within the first year of launch.</li> <li>Establish at least 100 mentorship connections within the first 18 months.</li> </ul> <p><b>Task 2: Alumni-Led Webinar Series</b>  <b>Objective: Leverage alumni expertise to offer a series of webinars focusing on career development, industry insights, and digital fluency.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Program Planning: Coordinate with alumni across various industries to host monthly webinars. Utilize Microsoft Teams integrated within Office 365 Education for hosting these sessions.</li> <li>Promotion and Access: Promote the webinar series through the digital alumni platform, social media, and email newsletters. Record sessions for on-demand access on the platform.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Track attendance and on-demand viewing figures for each webinar.</li> </ul>			

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			<ul style="list-style-type: none"> <li>• Gather feedback from participants to assess the relevance and impact of the content.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Attract at least 200 attendees per live session.</li> <li>• Receive 85% positive feedback from participants regarding the usefulness of the webinar content.</li> </ul> <p><b>Task 3: Alumni Contribution to Curriculum Development</b>  <b>Objective: Engage alumni in the curriculum development process to ensure that the courses remain relevant and up-to-date with industry standards.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Alumni Surveys and Interviews: Conduct surveys and interviews with alumni to gather insights on industry trends and the skills currently demanded by employers. Utilize these insights to inform curriculum updates and new course developments.</li> <li>• Guest Lectures and Case Studies: Invite alumni to contribute to the curriculum through guest lectures and the development of case studies, ensuring practical industry experiences are embedded into learning.</li> </ul>			

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			<p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Review curriculum updates and the incorporation of alumni insights.</li> <li>Solicit feedback from students and faculty on the effectiveness and relevance of the updated curriculum and guest contributions.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>Integrate alumni feedback into at least 30% of the reviewed courses within the first two years.</li> <li>90% positive feedback from students on the relevance and impact of alumni contributions.</li> </ul>			
51	Support for digital and personal wellbeing of students.  <b>Digital wellbeing</b>	Emerging to established  Not started/planned	<p><b>Task 1: Creation of a Digital Wellbeing Hub</b>  <b>Objective: Develop a centralized online platform that provides resources, tools, and support services focused on student wellbeing, including mental health, digital literacy, and safety.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Content Development: Collaborate with experts to create resources that include tutorials on managing screen time, digital footprint, online harassment, and stress management.</li> <li>Interactive Features: Incorporate interactive elements such as self-assessment tools, forums</li> </ul>			Low

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				<p>for community support, and chatbots providing instant assistance or referrals.</p> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Monitor usage analytics of the hub, including visitor numbers and resource engagement rates.</li> <li>• Conduct periodic surveys to assess the impact on students' wellbeing.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Achieve a 50% engagement rate among students within the first six months.</li> <li>• 80% of surveyed students report an improvement in managing their digital wellbeing.</li> </ul> <p><b>Task 2: Digital Wellbeing Workshops and Webinars</b>  <b>Objective: Regularly conduct workshops and webinars on digital wellbeing topics, leveraging the expertise of faculty, alumni, and external experts.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Scheduling and Topics: Organize monthly events covering various aspects of digital wellbeing, including managing online identity, cybersecurity awareness, and emotional health in digital spaces.</li> </ul>			



Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>Alumni Involvement: Invite alumni working in relevant fields to share their experiences and tips.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Track participation rates and collect feedback after each session.</li> <li>Evaluate the change in digital wellbeing practices among participants over time.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>Maintain consistent participation of at least 30% of the student body in each event.</li> <li>90% positive feedback from participants on the usefulness of the workshops/webinars.</li> </ul> <p><b>Task 3: Personalized Digital Wellbeing Counseling</b>  <b>Objective: Offer one-on-one counseling sessions for students needing personalized support for managing their digital lives and mental health.</b></p> <ul style="list-style-type: none"> <li>Actions:</li> <li>Counselor Training: Ensure counselors are equipped with the necessary skills to address digital wellbeing issues.</li> </ul>			

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>• Easy Access: Utilize Microsoft Bookings within Office 365 for students to schedule appointments easily.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Monitor the number of counseling sessions conducted and the recurring visit rates.</li> <li>• Gather anonymous feedback from students on the effectiveness of the counseling.</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>• Provide at least 100 counseling sessions in the first year.</li> <li>• 95% satisfaction rate among students who use the counseling services.</li> </ul>			

# Knowledge management and use

## Information management and use

Practices and procedures around collecting, organising, storing and sharing information in a way that allows for efficient retrieval and use. This includes information created by the organisation and that provided by third parties.

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
52 Strategic approach to information management.  <b>Library and learning resources, Information literacy, Management information, Information strategy, Digital information, Information storage and retrieval, Collection management, Digital preservation</b>	Emerging to established  Not started/planned		<b>Task 1: Develop an Integrated Information Management Framework</b> <b>Objective: To create a comprehensive framework that outlines policies, procedures, and standards for managing both digital and physical information across CITI University.</b>  <b>Actions:</b> <ul style="list-style-type: none"> <li>• Conduct a needs assessment to identify current gaps in information management and future requirements.</li> <li>• Develop a framework that includes guidelines on information collection, organization, storage, sharing, and preservation. This should align with international best practices such as ISO/IEC 27001 for information security management.</li> <li>• Implement Azure Microsoft Infrastructure and Microsoft 365 for data storage and management, ensuring scalability and security.</li> </ul> Evaluation Methods:			Low

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>Review the framework's effectiveness annually through stakeholder feedback and performance metrics.</li> <li>Monitor compliance with the framework through regular audits.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>Achieve 100% staff awareness and adherence to the information management policies within the first year.</li> <li>Reduce information retrieval times by 30% within the first 18 months.</li> </ul> <p><b>Task 2: Enhance Information Literacy and Digital Capability</b>  <b>Objective: To empower staff and students with the skills needed to effectively use digital information and tools.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Develop and implement an information literacy curriculum integrated into existing courses and professional development programs.</li> <li>Offer workshops, seminars, and online modules on effective information use, digital ethics, and security.</li> <li>Use Microsoft Forms within Office 365 to gather feedback on information literacy initiatives, adjusting programs as needed based on responses.</li> </ul> <p>Evaluation Methods:</p>			

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>• Pre- and post-assessment of participants' information literacy levels.</li> <li>• Participant satisfaction surveys.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>• Increase in participants' self-reported information literacy competency by 40% after attending training sessions.</li> <li>• 85% participant satisfaction rate with the offered information literacy resources and training.</li> </ul> <p><b>Task 3: Establish Data Provenance and Integrity Systems</b>  <b>Objective: To ensure the originality and integrity of CITI University's data for higher education qualifications and rankings.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Implement systems for data provenance that track and verify the origin and history of data, using blockchain technology where feasible.</li> <li>• Develop partnerships with national and regional accreditation bodies and ranking organizations to understand their data verification needs.</li> <li>• Utilize Azure's capabilities for building a secure data lake, ensuring that data used for decision-making, reporting, and ranking submissions is verifiable and accurate.</li> </ul>			

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)	
				<p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>Regular audits of data provenance and integrity systems.</li> <li>Feedback from accreditation bodies and ranking organizations on the quality and reliability of submitted data.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>Zero instances of data integrity issues flagged during external audits or ranking submissions.</li> <li>Improvement in university rankings and accreditation outcomes attributed to high-quality, verifiable data submissions.</li> </ul>			
53	<p>Systems to support information management</p> <p><b>Information storage and retrieval, Collection management, Digital preservation</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>		<p><b>Task 1: Establish a Centralized Digital Repository and Data Lake</b></p> <p><b>Objective: To centralize digital assets for improved accessibility, efficiency, and security, leveraging Azure Microsoft infrastructure and Microsoft 365 for data storage and management.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Develop a comprehensive plan for the migration of existing digital assets into a centralized repository, ensuring minimal disruption to university operations.</li> <li>Implement a Data Lake using Azure to store structured and unstructured data at scale, ensuring it supports the future needs for data</li> </ul>			Low

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)	
				<p>verification and originality for higher education qualifications and rankings.</p> <ul style="list-style-type: none"> <li>• Provide training for IT staff and key stakeholders on managing and accessing the repository and Data Lake.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>• Regular audits of data access and retrieval times.</li> <li>• Stakeholder feedback sessions to assess the usability and effectiveness of the repository and Data Lake.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>• Reduction in data retrieval times by at least 40% within the first year of implementation.</li> <li>• 95% positive feedback from stakeholders on the accessibility and utility of the centralized digital assets.</li> </ul> <p><b>Task 2: Implement an Integrated Library Management System (ILMS)</b>  <b>Objective: To streamline the management of digital and physical collections, enhancing accessibility for users while maintaining high standards of preservation.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Identify and select an ILMS that aligns with CITI University's specific requirements, including support for digital scholarship and blended learning.</li> </ul>			

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				<ul style="list-style-type: none"> <li>• Migrate existing library and archival collections to the ILMS, ensuring data integrity and minimal disruption to library services.</li> <li>• Train library staff on the new system, focusing on digital preservation, collection management, and user support.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>• User satisfaction surveys to assess improvements in library services post-ILMS implementation.</li> <li>• Monitoring of digital and physical collection usage rates.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>• Increase in library collection usage by 30% within the first two years.</li> <li>• 90% user satisfaction rate with the library and information services.</li> </ul> <p><b>Task 3: Deploy a Comprehensive Information Literacy Program</b>  <b>Objective: To support the development of staff and student information literacies, ensuring effective use of the new information management systems.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Design an information literacy program that includes workshops, online courses, and resources on effective use of the centralized digital repository, Data Lake, and ILMS.</li> </ul>			



Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>Integrate information literacy into existing curricula and staff development programs, ensuring alignment with digital transformation goals.</li> <li>Utilize Office 365 tools to create interactive learning materials and conduct assessments.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>Pre- and post-program assessments to measure gains in information literacy.</li> <li>Feedback from participants to refine and improve the program.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>At least 80% of participants demonstrate a measurable increase in information literacy skills post-program.</li> <li>High engagement rates with the program, aiming for at least 75% completion rates for offered courses.</li> </ul>			
54	Provide a supportive, enabling environment for the development of staff/student information literacies; ensure information literacies are	Emerging to established  Not started/planned	<p><b>Task 1: Development and Integration of an Information Literacy Curriculum</b>  <b>Objective: To develop and integrate a comprehensive information literacy curriculum that is aligned with academic programs and research activities.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Collaborate with academic departments to identify key information literacy skills relevant to each discipline and integrate these into the curriculum.</li> </ul>			Low

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	included in courses of study, researcher development and staff development. <b>Digital capability, Staff development, Information literacy</b>			<ul style="list-style-type: none"> <li>• Develop a series of modular, online information literacy courses accessible via Moodle, covering topics such as digital information retrieval, evaluation, and ethical use.</li> <li>• Establish a mandatory information literacy orientation for new students and a refresher course for returning students, delivered at the start of each academic year.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>• Pre- and post-assessment of information literacy skills in students participating in the program.</li> <li>• Course evaluation surveys to gather feedback for continuous improvement.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>• Achieve a 20% increase in student proficiency in information literacy skills within the first year of implementation.</li> <li>• 90% student satisfaction with the information literacy training program.</li> </ul> <p><b>Task 2: Professional Development Programs for Staff</b> <b>Objective: To provide continuous professional development opportunities for faculty and staff, focusing on enhancing their information literacy and digital teaching skills.</b></p> <p>Actions:</p>			

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			<ul style="list-style-type: none"> <li>• Implement a series of workshops and seminars led by external experts and in-house specialists on emerging digital tools, data management practices, and effective online teaching strategies.</li> <li>• Create an incentive program for staff who integrate information literacy into their teaching or administrative roles, including recognition and opportunities for professional advancement.</li> <li>• Utilize Microsoft Office 365 tools to facilitate collaborative learning among staff, encouraging the sharing of best practices and innovations in digital literacy.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>• Feedback from staff participants on the relevance and effectiveness of the professional development programs.</li> <li>• Review of course syllabi and administrative procedures to assess the integration of information literacy.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>• 100% participation of academic staff in at least one information literacy enhancement program per year.</li> <li>• Documentation of at least one innovative practice in information literacy by each department annually.</li> </ul> <p><b>Task 3: Collaborative Partnerships for Information Literacy Advancement</b></p>			

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)	
				<p><b>Objective: To establish partnerships with external organizations, libraries, and technology providers to enrich the information literacy resources and experiences available to the CITI University community.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Identify and engage potential partners, including international universities, local libraries, and ed-tech companies, to collaborate on information literacy initiatives.</li> <li>• Develop joint programs, such as guest lectures, webinars, and access to specialized databases and digital libraries, to enhance the learning resources available to students and staff.</li> <li>• Incorporate real-world projects and case studies into the curriculum that require students to apply their information literacy skills in partnership with these organizations.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>• Analysis of partnership activities for their contribution to the university's information literacy goals.</li> <li>• Surveys of students and staff to measure the impact of partnership initiatives on their learning and teaching experiences.</li> </ul> <p>KPIs:</p>			

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			<ul style="list-style-type: none"> <li>Establishment of at least three new partnerships focused on information literacy within the first year.</li> <li>Positive feedback from 80% of participants regarding the value of partnership initiatives to their personal and professional development.</li> </ul>			
55	Develop/purchase, curate and preserve appropriate digital library and archival collections to support digital scholarship, blended and research-based learning, and widening participation priorities. <b>Information storage and retrieval, Collection management, Digital preservation</b>	Emerging to established  Not started/planned	<p><b>Task 1: Develop a Comprehensive Digital Collection Strategy</b>  <b>Objective: To create a strategic plan for developing and enhancing the digital collections in alignment with the educational and research goals of CITI University.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Conduct a needs assessment involving faculty, students, and researchers to identify gaps in the current digital collections and archival resources.</li> <li>Prioritize areas for digital collection development, focusing on disciplines with high demand and potential for digital scholarship and blended learning.</li> <li>Partner with other educational institutions, libraries, and content providers to expand access to digital resources. Utilize Microsoft 365 and Azure for efficient data storage and management.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>Regular reviews of digital collection usage statistics and feedback from users.</li> </ul>			Low

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				<ul style="list-style-type: none"> <li>Annual reassessment of collection priorities based on changing academic and research needs.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>Increase in digital collection usage by 25% within the first year.</li> <li>95% satisfaction rate in annual surveys of faculty and students regarding the availability and relevance of digital collections.</li> </ul> <p><b>Task 2: Implement a Digital Preservation Plan</b> <b>Objective: To ensure the long-term accessibility and preservation of digital collections and research outputs.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Develop a digital preservation policy, including criteria for selecting materials for preservation, storage solutions, and access policies.</li> <li>Use Azure Microsoft infrastructure to implement a secure and scalable digital preservation system, ensuring redundancy and data integrity.</li> <li>Train library and IT staff on best practices in digital preservation and data management.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>Regular audits of digital preservation practices and system integrity checks.</li> </ul>			

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)	
				<ul style="list-style-type: none"> <li>Feedback from academic and research staff on the accessibility and quality of preserved materials.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>Zero data loss incidents and 100% recovery success rate in annual disaster recovery tests.</li> <li>Establishment of a fully operational digital preservation system within 18 months.</li> </ul> <p><b>Task 3: Enhance Information Literacy Programs</b> <b>Objective: To empower students and staff with the skills needed to effectively discover, evaluate, and use digital collections for their academic and research activities.</b></p> <p>Actions:</p> <ul style="list-style-type: none"> <li>Integrate information literacy modules into existing courses and develop standalone workshops focusing on digital scholarship tools and methodologies.</li> <li>Leverage Moodle for online information literacy training modules, making extensive use of interactive and multimedia resources.</li> <li>Organize annual information literacy campaigns, using polls and surveys on Office 365 to gather input and measure engagement.</li> </ul> <p>Evaluation Methods:</p>			

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			<ul style="list-style-type: none"> <li>• Pre- and post-assessment of participants' information literacy skills.</li> <li>• Analysis of module completion rates and feedback for continuous improvement.</li> </ul> KPIs: <ul style="list-style-type: none"> <li>• 20% year-over-year increase in the number of students and staff completing information literacy training.</li> <li>• Positive trends in the use of digital collections and resources in student research projects and faculty publications.</li> </ul>			
56	Digital transformation of library and information services that reflects the needs of stakeholders. <b>Library and learning resources</b>	Emerging to established  Not started/planned	<b>Task 1: Implement a User-Centric Digital Library Platform</b> <b>Objective: To create a seamless, integrated, and user-friendly digital library platform that caters to the diverse needs of students, faculty, and researchers.</b>  <b>Actions:</b> <ul style="list-style-type: none"> <li>• Assess current library services, resources, and technology infrastructure to identify improvement areas, focusing on user experience, accessibility, and content relevance.</li> <li>• Partner with technology vendors and academic departments to select and implement a modern digital library system that integrates with existing platforms (Moodle, Microsoft 365, and Azure). This system should offer advanced search capabilities, personalized recommendations, and easy access to a wide range of digital resources,</li> </ul>			Low



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				<p>including e-books, academic journals, and multimedia content.</p> <ul style="list-style-type: none"> <li>Engage stakeholders through workshops and feedback sessions to ensure the platform meets their needs and preferences. Use Office 365 tools for surveys and feedback collection.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>User satisfaction surveys and analytics to measure engagement and resource utilization.</li> <li>Continuous monitoring of system performance and user feedback for iterative improvements.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>Increase user engagement with digital library resources by 30% within the first year.</li> <li>Achieve a user satisfaction rate of over 85% in post-implementation surveys.</li> </ul> <p><b>Task 2: Foster Digital Literacy and Information Competency</b>  <b>Objective: To empower the university community with the digital literacy skills necessary for effective use and creation of digital knowledge resources.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Develop and integrate a comprehensive digital literacy curriculum into existing academic programs and offer standalone workshops and online modules tailored for different user groups, including students, faculty, and researchers.</li> </ul>			

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)	
				<p>Utilize Moodle for hosting interactive and self-paced learning resources.</p> <ul style="list-style-type: none"> <li>• Establish a digital literacy certification program recognized across academic and professional development frameworks to incentivize participation.</li> <li>• Collaborate with academic departments and external partners to bring in expertise and resources for enhancing the digital literacy program. Leverage Microsoft 365 and Azure services to support collaborative learning and project-based learning initiatives.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>• Pre- and post-assessment of digital literacy competencies among participants.</li> <li>• Analysis of curriculum integration effectiveness and participant feedback for continuous improvement.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>• Completion of digital literacy training by at least 75% of the university community within two years.</li> <li>• Demonstrable improvement in digital literacy competencies, as evidenced by assessment outcomes and participant testimonials.</li> </ul>			

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
57	Recruitment and retention of specialist library and information staff. <b>Library and learning resources, staff development, Digital capability, Information literacy</b>	Emerging to established  Not started/planned	<p><b>Task 1: Develop a Targeted Recruitment Strategy</b>  <b>Objective: To attract highly skilled library and information staff with the expertise necessary for supporting digital transformation goals.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Identify the specific skill sets and expertise needed to support the digital transformation of library services, focusing on digital literacy, information management, and the integration of new technologies.</li> <li>Utilize professional networks, academic partnerships, and specialized recruitment platforms to target candidates with the desired qualifications. Consider partnerships with library science programs for direct recruitment from graduate pools.</li> <li>Offer competitive compensation packages, highlighting opportunities for professional development, involvement in innovative projects like ResearchHub, and contributions to the digital transformation journey.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>Track the number of qualified applicants for specialist positions.</li> <li>Conduct interviews and assessments to ensure candidates meet the strategic needs of CITI University's digital agenda.</li> </ul> <p>KPIs:</p>			Low

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>• Fill all targeted specialist positions within a six-month period.</li> <li>• Achieve a retention rate of over 90% for newly hired specialist staff over two years.</li> </ul> <p><b>Task 2: Foster a Culture of Continuous Professional Development</b>  <b>Objective: To retain library and information staff by offering ongoing professional development opportunities aligned with digital transformation needs.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Implement a structured professional development program that includes workshops, certifications, and training in cutting-edge technologies and digital information management practices. Leverage existing platforms like Microsoft 365 for e-learning modules.</li> <li>• Encourage participation in international conferences, webinars, and collaborations with technology vendors and academic institutions to stay abreast of industry trends.</li> <li>• Establish a mentorship program where staff can share knowledge and support each other's growth in areas critical to CITI University's strategic objectives.</li> <li>• Evaluation Methods:</li> <li>• Monitor participation rates in professional development activities.</li> </ul>			

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)	
				<ul style="list-style-type: none"> <li>• Use feedback and performance reviews to measure the impact of training on job satisfaction and competency.</li> <li>• KPIs:</li> <li>• Ensure 100% of library and information staff participate in at least two professional development activities annually.</li> <li>• Demonstrate enhanced staff proficiency in digital tools and platforms, evidenced by improved service delivery metrics.</li> </ul> <p><b>Task 3: Strengthen Employee Engagement and Recognition</b>  <b>Objective: To enhance job satisfaction and loyalty among library and information staff through active engagement and recognition initiatives.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Create a recognition program that acknowledges outstanding contributions to digital projects and service innovation. This could include public acknowledgment, awards, or career advancement opportunities.</li> <li>• Conduct regular engagement surveys to understand staff needs, challenges, and aspirations. Use this feedback to refine working conditions, project assignments, and support structures.</li> <li>• Foster a collaborative work environment that values innovation, feedback, and shared</li> </ul>			

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
			<p>leadership in digital initiatives. Use platforms like Microsoft Teams for collaboration and idea sharing.</p> <ul style="list-style-type: none"> <li>• Evaluation Methods:</li> <li>• Employee engagement surveys before and after implementing recognition and engagement strategies.</li> <li>• Qualitative feedback from staff on the effectiveness of new initiatives.</li> <li>• KPIs:</li> <li>• Increase in staff satisfaction scores by at least 20% within the first year of implementing engagement and recognition strategies.</li> <li>• Retention of key staff members critical to the digital transformation efforts.</li> </ul>			
58	<p>Development and training of specialist library and information staff.</p> <p><b>Library and learning resources, staff development, Digital capability, Information literacy</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>	<p><b>Task 1: Establish a Comprehensive Digital Literacy and Information Management Development Program</b></p> <p><b>Objective: To enhance the digital literacy and information management skills of library and information staff, ensuring they are equipped to support the university's digital transformation, including the integration of ResearchHub, Moodle, and the planned Open Education platform.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Curriculum Development: Design a tailored training curriculum that covers digital literacy,</li> </ul>			Low

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)	
				<p>advanced information management systems (including Azure and Microsoft 365 for Data Lakes and storage solutions), and emerging technologies in library services. The curriculum should also incorporate training on integrating Library Management Systems with other university platforms and systems, supporting the digital scholarship and the use of digital archives.</p> <ul style="list-style-type: none"> <li>Partnership with Tech Providers: Partner with technology vendors, including Microsoft, to provide specialized training sessions on Azure, Microsoft 365, and other relevant digital tools. This partnership could also explore advancements in digital archives, cloud storage solutions, and data analytics tools, aligning with the strategic use of data for university rankings and research originality verification.</li> <li>Professional Development Workshops: Schedule regular, ongoing workshops and seminars that encourage collaborative learning among staff. These sessions should feature internal and external experts, including successful case studies from other institutions that have undergone similar digital transformations. Focus on practical applications, such as the effective use of digital tools in enhancing library services, managing digital collections, and contributing to CITI University's digital platform developments.</li> <li>Evaluation Methods:</li> </ul>			

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)	
				<ul style="list-style-type: none"> <li>• Monitor participation rates and completion of the training programs.</li> <li>• Conduct pre- and post-assessment tests to evaluate knowledge gained.</li> <li>• Solicit feedback from participants to continually refine the program.</li> <li>• KPIs:</li> <li>• Achieve at least 90% staff participation in the digital literacy and information management development program within the first year.</li> <li>• Demonstrate a 25% improvement in staff proficiency in digital tools and information management systems, as measured by post-training assessments.</li> <li>• Successfully integrate at least two new digital tools or systems into the library and information services workflow within the first 18 months following training.</li> </ul>			
59	Partnership approaches are incorporated into the library and information strategy. Strong, strategic partnerships have been established with a range of	Emerging to established  Not started/planned		<p><b>Task 1: Establish a Partnership and Collaboration Framework for Library and Information Services</b></p> <p><b>Objective: To create a dynamic ecosystem of partnerships and collaborations that enhances the library and information services at CITI University, leveraging relationships with academic departments, other institutions, community organizations, and technology vendors.</b></p> <p><b>Action Step:</b></p>			Low



Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
<p>stakeholders, including academic departments, other institutions, community organisations, and technology vendors.</p> <p><b>Partnerships</b></p>			<ul style="list-style-type: none"> <li>Partnership and Collaboration Framework Creation:</li> <li>Design a Framework: Develop a comprehensive partnership and collaboration framework that identifies potential partners across academic departments, other higher education institutions, community organizations, and technology vendors, including Microsoft for Azure and Microsoft 365 implementations. This framework should detail the objectives of each partnership, expected outcomes, roles, and responsibilities, and mechanisms for collaboration and communication.</li> <li>Stakeholder Engagement: Initiate a series of engagement activities, such as workshops, roundtable discussions, and joint planning sessions, to explore and solidify partnership opportunities. Use professionally crafted polls on Office 365 to gauge interest, potential areas of collaboration, and priorities from both internal and external stakeholders.</li> <li>Integration with Existing and Future Projects: Ensure the framework aligns with ongoing projects like ResearchHub, the Open Education platform akin to MIT OpenCourseWare, and the integration of the Library Management System with other main systems. Focus on how these partnerships can support and enhance these initiatives, particularly in areas like digital scholarship, blended and research-based</li> </ul>			

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)	
				<p>learning, and data management for higher education qualifications.</p> <ul style="list-style-type: none"> <li>• Evaluation Methods:</li> <li>• Track the number of partnerships formed within the first year of implementing the framework.</li> <li>• Assess the impact of these partnerships on library and information services, including improvements in digital scholarship support, research-based learning, and student engagement.</li> <li>• Monitor feedback from stakeholders to continuously refine the partnership approach.</li> <li>• KPIs:</li> <li>• Establishment of at least 5 strategic partnerships within the first year, with measurable contributions to digital library services, research support, and educational technology integration.</li> <li>• Demonstrable enhancements in library and information services' capacity to support digital scholarship and blended learning, evidenced by a 20% increase in faculty and student satisfaction with these services.</li> <li>• A minimum of 3 joint initiatives or projects developed with partners within the first 18 months, contributing to the university's digital transformation goals and improving its position in national and regional rankings.</li> </ul>			



## Data management and use

Practices and procedures around collecting, organising, storing and sharing data in a way that allows for efficient analysis and use that supports a data-enabled organisation. This includes ethical use, quality, governance, standards, security and compliance around all forms of data.

Strategic aim and vision (Using elements from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
<p>60</p> <p>Strategic approach to digital data management and use to develop a coherent approach to business intelligence through effective investment, implementation , digital preservation and interpretation/a nalysis.</p> <p>Ensure that enterprise architecture is up to date and related to the development of changing business concepts,</p>	<p>Emerging to established Not started/planned</p>		<p><b>Task 1: Develop a Partnership Framework for Data Exchange and Collaboration</b>  <b>Objective: To establish a structured framework that guides the formation and management of partnerships with academic departments, other institutions, community organizations, and technology vendors, focusing on data exchange, collaborative research, and shared digital resources.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Mapping and Assessment: Utilize data analytics tools within Microsoft 365 and Azure infrastructure to identify potential partners based on shared data needs, research interests, and digital resource gaps. Assess potential partners for alignment with CITI University's strategic goals, including data security and compliance with the Mongolian legislature akin to GDPR.</li> <li>• Framework Development: Draft a partnership framework that includes guidelines for data sharing, joint digital library initiatives, collaborative research projects, and shared usage of digital resources like e-portfolios and learning management systems. The framework should emphasize ethical data use, privacy standards,</li> </ul>			<p>Low</p>

	<p>processes and solutions.</p> <p><b>Data strategy, Data analytics, Data architecture, Data literacy, Data privacy, Data ethics, Data quality, Cyber security, Compliance, Enterprise architecture, Ethics, Data creation and management</b></p>			<p>data quality, and cyber security, aligning with best international practices and local legislation.</p> <ul style="list-style-type: none"> <li>Stakeholder Engagement: Through professionally crafted polls on Office 365, engage key stakeholders within and outside the university to refine and validate the framework. This includes academic staff, IT professionals, legal advisors, potential partner institutions, and community organizations.</li> </ul> <p>KPIs for Evaluation:</p> <ul style="list-style-type: none"> <li>Number and diversity of strategic partnerships formed within a year.</li> <li>Improvement in digital resource availability and data use practices as reported by partners and university departments.</li> <li>Compliance rates with data security and privacy standards among partners.</li> </ul> <p><b>Task 2: Implement a Pilot Project for Shared Digital Scholarship Initiatives</b>  <b>Objective: To kickstart a pilot project under the new partnership framework that focuses on shared digital scholarship initiatives, leveraging the strengths and resources of partners for mutual benefit.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>Pilot Project Selection: Identify a pilot project that has high potential impact, such as developing a shared digital archive with a partner institution or launching a joint online course featuring open educational resources. The project should aim to enhance digital scholarship, blended learning, or research capabilities.</li> </ul>			
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				<ul style="list-style-type: none"> <li>• Project Planning and Execution: Draft a detailed project plan outlining objectives, roles and responsibilities, timelines, and expected outcomes. Utilize Azure for data storage and processing needs, ensuring robust data management practices are in place. Leverage Microsoft 365 tools for project management and collaboration among partners.</li> <li>• Monitoring and Evaluation: Establish clear metrics for success, including student and staff engagement, digital resource utilization rates, and feedback from partner institutions. Use these metrics to assess the project's impact on enhancing digital literacy, library services, and overall educational quality.</li> </ul> <p>KPIs for Evaluation:</p> <ul style="list-style-type: none"> <li>• Engagement levels and satisfaction among participants (students, staff, external partners).</li> <li>• Usage metrics of newly developed digital resources or shared services.</li> <li>• Feedback on the effectiveness of partnership collaboration in achieving project goals.</li> </ul>			
61	Collect data on specific groups of students for data requirement mapping (eg international students, TNE data from overseas partners, disabled students, carers).	Emerging to established  Not started/planned		<p><b>Task 1: Development and Implementation of a Comprehensive Student Data Collection System</b>  <b>Objective: To develop a robust, GDPR-compliant data collection system that accurately maps and analyzes the requirements and experiences of various student groups such as international students, TNE (Transnational Education) data from overseas partners, disabled students, and carers. This system will leverage Azure Microsoft infrastructure and Microsoft 365 to ensure security, efficiency, and scalability.</b></p> <p><b>Action Steps:</b></p>			

	<p>Data analytics</p>			<ul style="list-style-type: none"> <li>• System Design: Utilize Azure cloud services to design a secure, scalable data collection and storage solution that integrates seamlessly with MyCiti and Moodle. Ensure the design supports diverse data types and structures, particularly for sensitive information requiring strict compliance with GDPR-like regulations in Mongolia.</li> <li>• Data Collection and Analysis Tools: Implement Microsoft 365 tools, such as Forms for surveys and Power BI for data analytics, to gather and analyze student data efficiently. Customize data collection instruments to capture specific needs, challenges, and preferences of the target student groups.</li> <li>• Staff Training and Data Literacy Enhancement: Conduct training sessions for staff to develop their data literacy, focusing on ethical data collection practices, data privacy, and analysis techniques. Utilize online modules on the proposed Open Education platform for ongoing education.</li> <li>• KPIs for Evaluation:</li> <li>• Completion rate and quality of data collected from targeted student groups.</li> <li>• Staff competency in data handling and analysis post-training.</li> <li>• Compliance rate with data privacy laws and regulations.</li> </ul> <p><b>Task 2: Stakeholder Engagement and Continuous Improvement Process</b>  <b>Objective: To establish a continuous feedback loop with students, academic staff, and external partners to refine data collection strategies and improve the overall data management ecosystem, ensuring it remains aligned with CITI University's evolving needs and strategic objectives.</b></p>			
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				<p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Stakeholder Workshops: Organize workshops and focus groups with students (particularly from targeted groups), academic staff, and external partners to gather feedback on data collection processes, understand emerging needs, and identify any gaps in the current system.</li> <li>• Feedback Integration and System Updates: Based on stakeholder feedback, make iterative improvements to the data collection system and processes. Use professionally crafted polls on Office 365 to facilitate wider stakeholder engagement and consensus-building on proposed changes.</li> <li>• Data Use and Application: Ensure that collected data is actively used to inform decision-making processes, curriculum design, support services, and partnership strategies. Regularly review data analytics outcomes to guide strategic planning and operational adjustments.</li> <li>• KPIs for Evaluation:</li> <li>• Engagement levels and satisfaction ratings from stakeholder feedback sessions.</li> <li>• Measurable improvements in targeted student support services and academic offerings based on data insights.</li> <li>• Enhanced decision-making effectiveness as evidenced by data-driven outcomes.</li> </ul>			
62	Invest in a robust data architecture (models,	Emerging to established		<p><b>Task 1: Implementation of a Comprehensive Data Management Framework</b>  <b>Objective: Develop and implement a comprehensive data management framework that aligns with</b></p>			Low



	<p>policies, rules and standards for gathering, managing, analysing and using data).</p> <p>Establish appropriate governance and responsibilities for data across the organisation, including protocols for data quality, management and compliance.</p> <p><b>Data architecture, Compliance, Enterprise architecture, Ethics</b></p>	<p>Not started/planned</p>		<p><b>international standards and best practices in data architecture, governance, and security. This framework should encompass the entire lifecycle of data, from creation and storage to analysis and preservation, ensuring compliance with the Mongolian equivalent of GDPR and leveraging Azure Microsoft infrastructure for data storage and data lakes.</b></p> <p>Action Steps:</p> <ul style="list-style-type: none"> <li>• Framework Development: Collaborate with external consultants or use resources from Microsoft's education and enterprise services to draft a data management framework. This should include detailed policies, rules, and standards for data collection, storage, analysis, and sharing, emphasizing data privacy, ethics, and security.</li> <li>• Governance Structure: Establish a Data Governance Committee involving representatives from all major university stakeholders, including IT, academic departments, administrative staff, and student representatives. This committee will oversee the implementation of the data management framework, ensuring adherence to policies and standards.</li> <li>• Technology Investment: Invest in Azure services for data storage and management, ensuring the infrastructure supports the security, scalability, and compliance needs of the university. Integrate these services with MyCiti and Moodle to streamline data flows and accessibility.</li> </ul> <p>KPIs for Evaluation:</p> <ul style="list-style-type: none"> <li>• Completion of the data management framework and approval by the university's governance bodies.</li> </ul>			
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				<ul style="list-style-type: none"> <li>• Successful integration of Azure services with existing systems without data breaches or compliance issues within the first year of implementation.</li> <li>• Positive feedback from staff and students on the accessibility and usability of data systems.</li> </ul> <p><b>Task 2: Comprehensive Staff and Student Training Program on Data Literacy</b>  <b>Objective: Enhance the data literacy of all university staff and students to ensure they can effectively manage, use, and protect data within their roles. This program should cater to different levels of existing knowledge and provide specific training on the new data management framework and systems.</b></p> <p>Action Steps:</p> <ul style="list-style-type: none"> <li>• Curriculum Development: Design a data literacy curriculum that covers data ethics, privacy laws (including the Mongolian GDPR-like regulations), data security practices, and the practical use of the university's data systems. Include modules on Azure's data management tools and Microsoft 365 integration.</li> <li>• Delivery Modes: Implement the training program through a mix of online modules available on the proposed Open Education platform, hands-on workshops, and seminars. Use Microsoft Teams for live sessions and collaboration.</li> <li>• Continuous Learning and Support: Establish a support and learning portal on Microsoft 365, providing ongoing resources, updates on data management practices, and forums for Q&amp;A. Regularly update the content based on technological advancements and feedback.</li> </ul> <p>KPIs for Evaluation:</p>			
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				<ul style="list-style-type: none"> <li>• Training participation rates and completion percentages.</li> <li>• Improvement in data literacy levels as measured by pre- and post-training assessments.</li> <li>• Reduction in data management errors and security incidents reported annually.</li> </ul>			
63	<p>Recruitment and retention of specialist data professionals.</p> <p><b>Data privacy, Data ethics, Data quality, Cyber security, Compliance, Ethics, Digital capability, Staff development</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>		<p><b>Task 1: Establish a Dedicated Data Management and Security Team</b></p> <p><b>Objective: Create a specialized team focused on data management, privacy, ethics, data quality, and cybersecurity, which is essential for upholding high standards of data governance and compliance within the university's operations.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Identify Roles and Responsibilities: Define the specific roles required within the team, such as Data Privacy Officer, Data Security Analyst, and Data Governance Specialist, outlining their responsibilities in line with international best practices and Mongolian legislation akin to GDPR.</li> <li>• Recruitment Drive: Launch a targeted recruitment campaign to attract professionals with expertise in the relevant areas. Utilize professional networking sites, industry conferences, and partnerships with higher education institutions offering programs in data science, cybersecurity, and information management.</li> <li>• Retention Strategies: Implement a structured professional development program for the data management team, including continuous learning opportunities, certifications, and attendance at industry conferences. Offer competitive salary packages and career progression opportunities to retain top talent.</li> </ul>			Low

				<p>KPIs for Evaluation:</p> <ul style="list-style-type: none"> <li>• Successful formation of the data management team within 6 months, with all key positions filled.</li> <li>• Achievement of initial compliance and security benchmarks within the first year of operation.</li> <li>• Employee retention rate of over 90% within the data management team across two years.</li> </ul> <p><b>Task 2: Develop and Implement an University-Wide Data Literacy Program</b>  <b>Objective: Elevate the data literacy of all university staff and students to ensure everyone is equipped with the knowledge and skills to utilize data responsibly and effectively, contributing to the overall data culture and compliance environment.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Program Design: Collaborate with the newly formed data management team to design a data literacy program. This program should cover data ethics, privacy laws, cybersecurity awareness, and practical skills for managing and analyzing data safely and effectively.</li> <li>• Delivery and Accessibility: Offer the program through a mix of online courses, workshops, and seminars, making extensive use of the Open Education platform and Microsoft 365 tools for delivery and collaboration. Ensure the program is accessible to all university members, including those with disabilities.</li> <li>• Integration into Curricula and Professional Development: Integrate data literacy into existing curricula for students and establish it as a core component of staff professional development</li> </ul>			
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				<p>plans, with particular emphasis on ethical use and security of data.</p> <p>KPIs for Evaluation:</p> <ul style="list-style-type: none"> <li>• Completion of the data literacy program by at least 75% of university staff and students within the first year.</li> <li>• A measurable improvement in data handling practices and reduction in data-related incidents reported.</li> <li>• Positive feedback from program participants regarding their increased confidence and competence in data use.</li> </ul>			
64	<p>Developing data literacy of staff.</p> <p><b>Digital capability, Staff development, Data literacy</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>		<p><b>Task 1: Design and Launch a Comprehensive Data Literacy Training Program</b></p> <p><b>Objective: Equip CITI University staff with the knowledge and skills necessary to understand, manage, and use data in compliance with ethical standards and security protocols.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Curriculum Development: Collaborate with data management experts to create a curriculum that covers key areas of data literacy, including data ethics, privacy laws (in line with Mongolia's GDPR-like legislation), data quality management, cybersecurity, and practical data analysis skills. The curriculum should also include case studies and scenarios specific to the higher education sector.</li> <li>• Training Delivery: Utilize Microsoft 365 tools to deliver this training through a blend of live webinars, self-paced online courses, and interactive workshops. This approach will cater to the diverse schedules and learning preferences of university staff. Consider using Microsoft Teams</li> </ul>			Low

				<p>for live sessions and SharePoint for distributing training materials and resources.</p> <ul style="list-style-type: none"> <li>• Certification and Continuous Learning: Introduce a certification process upon completion of the data literacy program to recognize staff development. Additionally, establish a continuous learning program that provides updates on new data management practices, technologies, and compliance requirements.</li> <li>• KPIs for Evaluation:</li> <li>• Percentage of staff completing the data literacy program within a set timeframe (e.g., 80% within one year).</li> <li>• Improvement in data management practices as evidenced by a reduction in data-related incidents.</li> <li>• Positive feedback from staff on the applicability of the training to their roles.</li> </ul> <p><b>Task 2: Establish a Data Champions Network</b>  <b>Objective: Create a network of data champions across different departments and faculties to foster a culture of data literacy and serve as peer support within CITI University.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Selection and Training of Data Champions: Identify and train a select group of staff from various departments who show aptitude and interest in data management. These data champions will receive advanced training on data literacy and become the go-to individuals for data-related queries within their departments.</li> </ul>			
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				<ul style="list-style-type: none"> <li>• Role of Data Champions: Data champions will facilitate knowledge sharing sessions, offer peer support for data-related challenges, and contribute to the continuous improvement of data practices at the university. They will also liaise with the IT department and data management team to report feedback and suggest improvements.</li> <li>• Recognition and Incentives: Recognize the contributions of data champions through awards, acknowledgments in university communications, and opportunities for professional development. Incentives could include funding for attending data-related conferences or workshops.</li> <li>• KPIs for Evaluation:</li> <li>• Establishment of the Data Champions Network within 6 months, with representation from all major departments.</li> <li>• A measurable increase in data literacy across the university as evidenced by departmental assessments.</li> <li>• Engagement levels in data literacy activities and programs facilitated by data champions.</li> </ul>			
65	<p>Developing appropriate data literacy of students.</p> <p><b>Digital capability, Data literacy, Student learning</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>		<p><b>Task 1: Integration of Data Literacy into Curriculum Objective: Embed data literacy components across various courses and programs to ensure all students gain essential skills in data understanding, management, analysis, and ethical use.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Curriculum Mapping and Development: Work with faculty members to identify and integrate data literacy skills relevant to each discipline. This could involve adding modules on data ethics, data</li> </ul>			Low

				<p>analysis, and digital tools usage into existing courses or developing new interdisciplinary courses focused on data literacy.</p> <ul style="list-style-type: none"> <li>• Collaborative Workshops: Organize workshops led by data professionals or faculty members with expertise in data-driven fields. These workshops can be tailored to specific student groups, such as those in research-focused programs or students working on capstone projects, to provide hands-on experience with data tools and analytics.</li> <li>• KPIs for Evaluation:</li> <li>• Number of courses incorporating data literacy components.</li> <li>• Student feedback on the relevance and effectiveness of data literacy training.</li> <li>• Performance improvement in tasks requiring data literacy skills.</li> </ul> <p><b>Task 2: Creation of a Data Literacy Resource Center</b>  <b>Objective: Provide students with access to resources, tools, and support to enhance their data literacy skills outside the formal curriculum.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Digital Platform Development: Utilize Microsoft 365 tools to create an online Data Literacy Resource Center. This platform can host a repository of learning materials, tutorials, case studies, and software tools relevant to data analysis and management.</li> <li>• Peer-Led Learning Groups: Encourage the formation of student-led learning groups focused on data literacy. Provide these groups with access</li> </ul>			
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				<p>to the Data Literacy Resource Center and organize regular meet-ups or online forums where they can share insights, challenges, and solutions.</p> <ul style="list-style-type: none"> <li>• KPIs for Evaluation:</li> <li>• Usage statistics of the Data Literacy Resource Center.</li> <li>• Number of active student-led learning groups focused on data literacy.</li> <li>• Feedback from students on the impact of these resources on their data literacy development.</li> </ul>			
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## Business intelligence (BI)

The collection, management and use of data and information to inform business decisions and strategies. It comprises the strategies and technologies used by enterprises for data analysis and management of business information.

Strategic aim and vision (Using elements from the Framework for DX)		Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
66	Strategic and integrated approach to the collection and management of corporate data, the use of reporting across the organisation	Emerging to established Not started/planned		<p><b>Task 1: Development and Implementation of a BI Strategy</b>  <b>Objective: Establish a comprehensive Business Intelligence (BI) strategy that guides the collection, analysis, and utilization of data across CITI University to enhance decision-making processes, improve operational efficiency, and support personalized education initiatives.</b></p> <p><b>Action Steps:</b></p>			Low

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
<p>and the coordination of data provision.</p> <p><b>Digital leadership, BI Strategy, Reporting, Management Information, Horizon scanning, Market intelligence, Forecasting, Ethical systems and processes, Sharing, Openness and transparency, Business continuity planning, Baselineing, Benchmarking</b></p>			<ul style="list-style-type: none"> <li>BI Strategy Formulation: Assemble a BI task force comprising representatives from IT, academic departments, administration, and student representatives to develop a BI strategy. This strategy should outline key objectives, data governance policies, ethical considerations, and a roadmap for integrating BI tools with existing systems like Microsoft 365 and Moodle.</li> <li>Technology Infrastructure: Leverage Azure Microsoft infrastructure to build or enhance your data lake and analytics capabilities. Ensure the infrastructure supports the integration of diverse data sources, including MyCiti, ResearchHub, and the Library management system, facilitating comprehensive data analysis.</li> </ul> <p>KPIs for Evaluation:</p> <ul style="list-style-type: none"> <li>Completion and approval of the BI strategy document.</li> <li>Integration rate of BI tools with existing systems and platforms.</li> <li>Improvements in decision-making effectiveness, as evidenced by reduced time to decision and increased data utilization in strategy meetings.</li> </ul> <p><b>Task 2: Implementation of a Reporting and Analytics Platform</b>  <b>Objective: Deploy a centralized reporting and analytics platform that enables accessible,</b></p>			

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)	
				<p><b>transparent, and ethical use of data for all stakeholders, supporting both operational and strategic needs of CITI University.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>Platform Selection and Development: Choose a platform that integrates well with Azure, Microsoft 365, and other key systems at CITI University. The platform should offer flexibility in reporting, support for predictive analytics, and capabilities for horizon scanning and benchmarking against educational standards and market intelligence.</li> <li>Training and Capacity Building: Conduct comprehensive training programs for staff and faculty to develop their data literacy and capability to use the platform. Include ethical use of data, data privacy (aligned with Mongolian legislation similar to GDPR), and secure data handling practices in the curriculum.</li> </ul> <p>KPIs for Evaluation:</p> <ul style="list-style-type: none"> <li>Deployment and operational status of the reporting and analytics platform.</li> <li>Participation rate in training sessions and subsequent improvement in data literacy among staff and faculty.</li> <li>Usage metrics of the platform and feedback from users regarding its impact on accessibility to</li> </ul>			

Strategic aim and vision (Using elements from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)	
				information and support for decision-making processes.			

## Decision making

Evaluating evidence and business intelligence to identify options and make choices about all aspects of business, including investment and planning to achieve strategic goals.

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
67  Establish and use integrated organisational systems and digital tools to collect digital evidence to inform decision making and in support of quality/compliance.  <b>Digital leadership, Digital vision, Digital fluency, Digital confidence, Digital evidence, Problem solving</b>	Emerging to established Not started/planned		<b>Task 1: Implementation of an Integrated Data Management and Analytics Platform</b> <b>Objective: Deploy a comprehensive data management and analytics platform that consolidates data across various systems (MyCiti, Moodle, ResearchHub, Library Management System) to provide actionable insights and support decision-making processes.</b>  <b>Action Steps:</b> <ul style="list-style-type: none"> <li>Platform Selection: Choose a platform that seamlessly integrates with Azure, Microsoft 365, and existing educational tools, supporting data analytics, visualization, and reporting functionalities.</li> <li>Data Integration and Analysis: Develop a process for continuous data collection and analysis from diverse sources, ensuring data quality and compliance with Mongolian legislation similar to GDPR.</li> <li>Training and Development: Conduct workshops for staff to enhance digital fluency and data literacy, focusing on leveraging digital evidence for decision-making and quality assurance.</li> <li>KPIs for Evaluation:</li> </ul>			<a href="#">Low</a>

Strategic aim and vision (Using elements from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>• Degree of integration between the data management platform and existing systems.</li> <li>• Frequency and quality of data-driven decision-making instances.</li> <li>• Staff competency in utilizing digital tools for evidence-based decisions.</li> </ul> <p><b>Task 2: Development of a Digital Leadership Program</b>  <b>Objective: Strengthen digital leadership capabilities within CITI University to foster a culture of informed decision-making and strategic planning based on digital evidence.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Digital Leadership Curriculum: Design a curriculum focused on digital strategy, evidence-based decision-making, and stakeholder engagement, tailored to the needs of university leaders.</li> <li>• Stakeholder Engagement: Implement a structured framework for engaging with key stakeholders (students, staff, external partners) using professionally crafted polls on Office 365, ensuring their input informs strategic decisions.</li> <li>• Monitoring and Evaluation: Establish a continuous feedback loop, utilizing data analytics to assess the effectiveness of decisions and adjust strategies accordingly.</li> <li>• KPIs for Evaluation:</li> </ul>			

Strategic aim and vision (Using elements from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>• Completion rates of the digital leadership program by university administrators and faculty leaders.</li> <li>• Quantity and quality of stakeholder engagement in decision-making processes.</li> <li>• Improvements in strategic decision outcomes, as reflected in university metrics such as enrollment rates, student satisfaction, and research output.</li> </ul>			
68	<p>Enable digital leaders to ask effective questions that inform future planning and devise varied approaches to gathering evidence from different stakeholder groups. Involve key stakeholders in decision making about digital infrastructure, strategy and curriculum.</p> <p><b>Digital leadership,</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>	<p><b>Task 1: Development and Implementation of a Digital Leadership Training Program</b></p> <p><b>Objective: Enhance the digital fluency and strategic decision-making skills of university leaders and key decision-makers to navigate digital transformation effectively.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Curriculum Development: Collaborate with digital transformation experts to develop a training program covering digital leadership, data-driven decision making, ethical considerations in digital initiatives, and stakeholder engagement strategies.</li> <li>• Workshop Series: Organize a series of workshops and seminars for university leaders and department heads. Include sessions on effective question formulation for strategic planning, ethical use of digital tools, and evidence-based decision-making.</li> <li>• Simulation Exercises: Conduct scenario-based simulations to practice decision-making with</li> </ul>			

Strategic aim and vision (Using elements from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
Digital strategy			<p>digital tools, focusing on gathering and analyzing evidence from diverse data sources to address hypothetical university challenges.</p> <ul style="list-style-type: none"> <li>• Evaluation Metrics:</li> <li>• Participant satisfaction and knowledge gain from the training program.</li> <li>• Increased use of digital evidence in decision-making processes.</li> <li>• Enhanced engagement and collaboration between university leadership and other stakeholders in digital strategy discussions.</li> </ul> <p><b>Task 2: Establishment of a Stakeholder Engagement Framework for Digital Strategy Development</b>  <b>Objective: Involve a broad spectrum of stakeholders, including students, faculty, administrative staff, and external partners, in shaping the university's digital infrastructure, strategy, and curriculum.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Stakeholder Identification and Segmentation: Identify key stakeholder groups and segment them based on their role, influence, and interest in the university's digital transformation efforts.</li> <li>• Digital Engagement Platform: Utilize Microsoft Office 365 to create a dedicated digital engagement platform where stakeholders can submit ideas, feedback, and participate in polls and surveys on digital strategy initiatives.</li> </ul>			



Strategic aim and vision (Using elements from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>• Regular Stakeholder Meetings: Schedule regular meetings, both virtual and in-person, where stakeholders can discuss digital strategy developments, present evidence, and contribute to decision-making processes.</li> <li>• Evaluation Metrics:</li> <li>• Level of stakeholder participation in digital strategy discussions and feedback mechanisms.</li> <li>• Quality and diversity of input received from different stakeholder groups.</li> <li>• Impact of stakeholder feedback on decision-making and strategy formulation.</li> </ul>			

# Knowledge exchange and partnerships

## Communication

How the organisation uses digital technology and networks to enhance and support communication between stakeholders, as well as disseminating key messages outside the organisation.

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)	
69	Strategic approach to digital communication.  <b>Digital networks, Digital communication, Digital etiquette, Organisational communication</b>	Emerging to established  Not started/planned		<p><b>Task 1: Development of an Integrated Digital Communication Platform</b>  <b>Objective: Facilitate seamless communication among all university stakeholders, leveraging digital technologies to support transparent, efficient, and inclusive dialogue.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>Platform Integration: Develop an integrated digital communication platform that consolidates functionalities of Microsoft Office 365, MyCiti, and ResearchHub, offering a centralized hub for information sharing, collaboration, and engagement.</li> <li>Social Media Integration: Integrate social media channels with the communication platform to harness the power of social networking for organizational communication, ensuring consistency in messaging across platforms.</li> <li>Accessibility and Inclusion: Ensure the platform is accessible to all users, including international students, disabled students, and other</li> </ul>			Low

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			<p>stakeholders, incorporating features like multi-language support and accessibility standards.</p> <ul style="list-style-type: none"> <li>• Evaluation Metrics:</li> <li>• User engagement statistics (e.g., active users, frequency of interactions).</li> <li>• Feedback from stakeholders on the effectiveness and inclusivity of the communication platform.</li> <li>• Increase in the use of digital communication for strategic planning and decision-making.</li> </ul> <p><b>Task 2: Stakeholder Engagement and Digital Media Skills Development</b>  <b>Objective: Enhance digital media skills among staff and engage stakeholders through targeted training and participatory decision-making processes.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Digital Media Training for Staff: Launch a series of training sessions focused on digital media production, dissemination techniques, and digital etiquette to empower staff with the skills needed for effective digital communication.</li> <li>• Stakeholder Engagement Workshops: Organize workshops with key stakeholders, including students, faculty, and external partners, to co-create digital strategy elements. Use professionally crafted polls on Office 365 for collecting inputs and making informed decisions.</li> </ul>			

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>Feedback and Iteration: Implement a feedback mechanism on the communication platform for continuous improvement based on user experience and stakeholder input.</li> <li>Evaluation Metrics: <ul style="list-style-type: none"> <li>Participation rates in training sessions and workshops.</li> <li>Qualitative feedback from stakeholders on their involvement in decision-making processes.</li> <li>Measurable improvement in digital media skills among staff, assessed through pre- and post-training evaluations.</li> </ul> </li> </ul>			
70	Invest in infrastructure for digital media production and dissemination, ensuring these services are available to all in the organisation who can benefit.  <b>Digital networks, Accessibility and inclusion, Digital</b>	Emerging to established  Not started/planned	<b>Task 1: Development of a Centralized Digital Media Hub</b> <b>Objective: Create a centralized digital media hub integrated with existing systems (MyCiti, ResearchHub, and Office 365) to streamline the production, dissemination, and management of digital media content across the university.</b>  <b>Action Steps:</b> <ul style="list-style-type: none"> <li>Platform Development: Design and develop a digital media hub that serves as a centralized platform for creating, storing, and sharing digital content, including videos, podcasts, and social media posts.</li> <li>Integration: Ensure seamless integration with existing platforms (MyCiti, ResearchHub, Office</li> </ul>			Low

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
	<p><b>communication, Digital media, Social networking, Organisational communication</b></p>		<p>365) for easy access and use by all university stakeholders. Incorporate features for automated publishing to social media channels and the university website.</p> <ul style="list-style-type: none"> <li>• Training and Resources: Provide training sessions for staff and students on how to utilize the digital media hub effectively, including content creation, digital etiquette, and accessibility standards.</li> <li>• Evaluation Metrics:</li> <li>• User engagement with the digital media hub (number of active users, frequency of content creation and sharing).</li> <li>• Feedback from stakeholders on ease of use and effectiveness in supporting communication and learning.</li> <li>• Increase in the production and dissemination of digital media content across the university and on social media platforms.</li> </ul> <p><b>Task 2: Enhancement of Digital Media Accessibility and Inclusion</b>  <b>Objective: Ensure that digital media services and content are accessible and inclusive, catering to the diverse needs of all university stakeholders.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Accessibility Audit: Conduct an audit of current digital media and communication channels to identify and address accessibility barriers.</li> </ul>			

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>• Accessibility Features: Implement accessibility features in the digital media hub, such as captioning for videos, alternative text for images, and screen reader compatibility.</li> <li>• Inclusive Content Creation: Develop guidelines for inclusive content creation, ensuring that digital media reflects and respects the diversity of the university community. Encourage the creation of content in multiple languages and formats to cater to international students and those with specific needs.</li> <li>• Evaluation Metrics:</li> <li>• Compliance with accessibility standards (e.g., WCAG) in all digital media content.</li> <li>• Feedback from diverse groups within the university on the inclusiveness and accessibility of digital media services.</li> <li>• Increase in the diversity of digital media content available, reflecting the university's commitment to inclusion.</li> </ul>			
71	Provision of equitable and inclusive channels for digital communication and networks.	Emerging to established  Not started/planned	<b>Task 1: Development and Implementation of an Inclusive Digital Communication Policy</b> <b>Objective: To create a comprehensive digital communication policy that ensures all communications are accessible, inclusive, and respect digital etiquette, promoting a sense of belonging and community among all university stakeholders.</b>			Low

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)	
	<b>Digital media, Digital etiquette, Accessibility and inclusion</b>			<p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Policy Development: Collaborate with stakeholders, including students, faculty, IT staff, and representatives from diverse groups within the university, to develop a digital communication policy. This policy should address digital etiquette, accessibility, inclusion, and the ethical use of digital media and social networks.</li> <li>• Training and Awareness: Launch a university-wide training program to educate all stakeholders about the new digital communication policy. Include modules on digital etiquette, making digital content accessible (e.g., using alt-text for images, captions for videos), and guidelines for respectful communication in digital spaces.</li> <li>• Integration with Existing Systems: Ensure the policy is integrated with the use of existing systems like Office 365, MyCiti, and ResearchHub, emphasizing how these platforms can be used to foster inclusive communication and self-service kiosks with Braille or other inclusive interface.</li> <li>• Evaluation Metrics:</li> <li>• Feedback from the university community on the accessibility and inclusiveness of digital communications.</li> <li>• Increase in engagement on digital platforms and social media, measured through analytics and user feedback.</li> </ul>			

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>Compliance rate with the digital communication policy, monitored through regular reviews and feedback sessions.</li> </ul> <p><b>Task 2: Enhance Digital Infrastructure for Accessible Media Production and Dissemination</b>  <b>Objective: To invest in and enhance the digital infrastructure required for producing and disseminating digital media, ensuring it is accessible and inclusive for all university members.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>Infrastructure Audit and Upgrade: Conduct an audit of current digital media production and dissemination tools and platforms. Identify gaps in accessibility and inclusion and invest in upgrades or new technologies that meet these needs. This includes software for creating accessible content and platforms that are universally accessible.</li> <li>Creation of a Digital Media Resource Center: Establish a digital media resource center equipped with accessible technology and staffed by experts in digital media production, including accessibility. This center should offer resources and support for creating accessible digital content and training for faculty, staff, and students on how to utilize these resources effectively.</li> <li>Social Media Integration: Develop strategies for integrating social media with internal systems in a way that enhances communication without compromising security or privacy. Ensure that</li> </ul>			



Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			<p>content shared via social media is accessible and follows the digital communication policy.</p> <ul style="list-style-type: none"> <li>• Evaluation Metrics:</li> <li>• Usage statistics of the digital media resource center and feedback on its impact on enhancing digital communication.</li> <li>• Improvement in the accessibility of digital media produced and disseminated by the university, as measured by accessibility audits.</li> <li>• Positive feedback from the university community, especially from individuals with disabilities, on the inclusiveness and accessibility of digital communications.</li> </ul>			
72	<p>Enable recruitment, development and retention of staff with digital media skills and expertise.</p> <p><b>Staff development, Digital media</b></p>		<p><b>Task 1: Establish a Digital Media Professional Development Program</b>  <b>Objective: To foster an environment where staff can develop and enhance their digital media skills, supporting the university's vision of data-driven decision-making and personalized education.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Needs Assessment: Conduct a comprehensive needs assessment to identify specific digital media skills gaps among staff, including those needed to effectively use and integrate social media with internal systems like Office 365, MyCiti, and ResearchHub.</li> </ul>			Low

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>• Program Design and Implementation: Design a professional development program that addresses identified skill gaps, offering workshops, training sessions, and online courses in digital media production, digital communication strategies, and the integration of social media into educational practices.</li> <li>• Partnerships with Tech Companies: Explore partnerships with tech companies and platforms, including Microsoft, to provide specialized training sessions and access to the latest digital media tools and technologies.</li> </ul> <p>Evaluation Metrics:</p> <ul style="list-style-type: none"> <li>• Participation rates in the professional development program and feedback from staff on the relevance and impact of the training.</li> <li>• Increase in digital media projects and initiatives developed by staff, demonstrating the application of new skills.</li> <li>• Retention rates of staff members who have participated in the program, indicating the program's effectiveness in supporting their professional growth.</li> </ul> <p><b>Task 2: Create a Digital Media Mentorship and Collaboration Platform</b>  <b>Objective: To promote a culture of continuous learning and sharing of digital media expertise among staff, enhancing the university's digital communication and content creation capabilities.</b></p>			

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			<p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>Platform Development: Develop an online platform or use an existing system like Microsoft Teams within Office 365 to facilitate mentorship, collaboration, and knowledge sharing among staff with varying levels of digital media expertise.</li> <li>Mentorship Program: Launch a mentorship program where staff with advanced digital media skills can mentor colleagues looking to develop their skills, with specific tracks for social media, digital content creation, and integration of digital tools into teaching and research.</li> <li>Recognition and Rewards: Implement a system of recognition and rewards for active participation in the mentorship program, including digital badges, certificates, and opportunities for presenting work at conferences or internal showcases.</li> </ul> <p>Evaluation Metrics:</p> <ul style="list-style-type: none"> <li>Number of active users and mentorship pairings on the platform, and qualitative feedback on the effectiveness of the mentorship relationships.</li> <li>Examples of collaborative projects or initiatives that result from connections made through the platform.</li> <li>Feedback from staff on the impact of the platform and mentorship program on their professional development and digital media skills enhancement.</li> </ul>			

## Collaboration

How the organisation uses digital technology to help stakeholders work with others to achieve specific goals. This includes supportive, secure and inclusive working and learning practices.

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
<p>73</p> <p>Invest in digital environments for collaboration, internally and externally. Cross organisational collaboration supports digital leadership and fertilisation of shared practice and ideas. Identify opportunities and risks involved in creating a broader culture of digital collaboration; develop appropriate policies and protocols.</p> <p><b>Staff collaboration, Student</b></p>	<p>Emerging to established Not started/planned</p>		<p><b>Task 1: Develop a Comprehensive Digital Collaboration Platform</b>  <b>Objective: To create a centralized digital collaboration platform that integrates with existing systems (Office 365, MyCiti, ResearchHub) and social media, enhancing both internal and external collaborative efforts.</b>  <b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>Platform Selection and Customization: Identify and select a digital collaboration platform that can be customized to meet the specific needs of CITI University, ensuring it integrates seamlessly with Office 365, MyCiti, and ResearchHub. Consider platforms known for their robustness and adaptability in educational environments.</li> <li>Integration with Social Media: Develop integration capabilities with social media platforms to leverage CITI University's active social media presence for enhanced communication and collaboration.</li> <li>Training and Onboarding: Implement a comprehensive training program for all stakeholders (staff, students, external partners) to ensure effective use of the new digital collaboration platform.</li> <li>Evaluation Metrics:</li> </ul>			<p>Low</p>

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
<p><b>collaboration, Digital collaboration, Accessibility and inclusion</b></p>			<ul style="list-style-type: none"> <li>Usage statistics of the digital collaboration platform by different stakeholder groups.</li> <li>Feedback from users on the effectiveness of the platform in enhancing collaboration.</li> <li>Number of collaborative projects or initiatives that are facilitated by the new platform.</li> </ul> <p><b>Task 2: Policy Development and Risk Assessment for Digital Collaboration</b>  <b>Objective: To establish clear policies and protocols for digital collaboration that address potential risks and ensure a culture of inclusivity and accessibility.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>Policy Development: Draft a set of policies that govern the use of digital collaboration tools and platforms within CITI University, focusing on accessibility, inclusion, data security, and ethical use.</li> <li>Risk Assessment: Conduct a comprehensive risk assessment to identify potential challenges and risks associated with digital collaboration, including data privacy concerns in line with Mongolia's GDPR-like legislation.</li> <li>Stakeholder Consultation: Engage various stakeholder groups through professionally crafted polls on Office 365 to gather input and ensure that the policies reflect the needs and concerns of the entire university community.</li> <li>Evaluation Metrics:</li> </ul>			

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>• Completion and approval of digital collaboration policies and protocols.</li> <li>• Stakeholder awareness and satisfaction with the new policies, as measured through surveys and feedback mechanisms.</li> <li>• Reduction in incidents related to data security and privacy concerns following the implementation of the new policies.</li> </ul>			
74	Support knowledge sharing and exchange through open practices such as the release of open educational materials, open courses, open scholarship and publication; embed collaborative experiences into courses of study and staff development.  Identify new opportunities for	Emerging to established  Not started/planned	<p><b>Task 1: Launch an Open Educational Resources (OER) Initiative</b>  <b>Objective: To promote the creation, sharing, and utilization of open educational materials by both staff and students, aligning with the vision of data-driven decision making and personalized education.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• OER Development Workshops: Organize workshops for faculty and staff on how to create, license, and distribute open educational resources. This includes training on copyright laws, open licenses (such as Creative Commons), and the use of digital tools for creating accessible and inclusive educational materials.</li> <li>• OER Repository: Develop an online repository integrated with MyCiti and Moodle for hosting and sharing open educational resources. Ensure the repository is searchable, accessible, and supports</li> </ul>			

Strategic aim and vision (Using elements from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
<p>international collaboration across all areas of business activity (eg research, teaching).</p> <p><b>Community collaboration, International activities, Open sharing</b></p>			<p>various media formats (text, video, interactive simulations).</p> <ul style="list-style-type: none"> <li>• Recognition and Incentives: Establish a system of recognition and incentives for faculty and students who contribute to the OER initiative, promoting a culture of sharing and collaboration.</li> <li>• Evaluation Metrics: <ul style="list-style-type: none"> <li>• Number of OER materials created and shared.</li> <li>• Engagement metrics (downloads, shares, contributions) of the OER repository.</li> <li>• Feedback from faculty and students on the accessibility and usefulness of the OER materials.</li> </ul> </li> </ul> <p><b>Task 2: Foster International Collaboration Platforms</b>  <b>Objective: To identify and establish new international collaboration opportunities that enhance CITI University's research, teaching, and digital transformation goals.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• International Collaboration Portal: Create a digital platform within MyCiti that serves as a hub for international collaboration opportunities, including research partnerships, joint courses, and exchange programs.</li> <li>• Stakeholder Engagement: Utilize professionally crafted polls on Office 365 to gather input from faculty, students, and external partners on potential areas for international collaboration. Organize</li> </ul>			

Strategic aim and vision (Using elements from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
			<p>virtual roundtables or webinars to discuss these opportunities and establish concrete plans.</p> <ul style="list-style-type: none"> <li>• Policy Development: Draft and implement policies to support international collaboration efforts, focusing on data security, intellectual property rights, and equitable partnership agreements.</li> <li>• Evaluation Metrics: <ul style="list-style-type: none"> <li>• Number of active international collaborations established through the platform.</li> <li>• Stakeholder satisfaction with the international collaboration opportunities and support provided.</li> <li>• Contributions to CITI University's global rankings and reputation as measured by research outputs, teaching excellence, and international visibility.</li> </ul> </li> </ul>			

## Community participation

Encouraging stakeholders to engage with, and participate in, decision-making processes that affect them. Enabling and supporting stakeholders to participate in wider community activities. Ensuring equitable and inclusive experiences of digital participation.

Strategic aim and vision (Using elements from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text)	Responsibility and <b>ownership</b>  Identify specific	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)



		to select from dropdown)	groups/forums teams				
75	<p>Develop a culture of inclusion and collaboration to ensure that all stakeholders regularly engage in digital participation across a range of different communities as appropriate. Promote digital participation across the organisation, using digital tools to engage, consult and make effective decisions.</p> <p><b>Digital participation, Sense of belonging, Accessibility and inclusion</b></p>	Emerging to established Not started/planned		<p><b>Task 1: Implement an Inclusive Digital Platform for Community Engagement</b>  <b>Objective: To develop a digital platform that serves as a central hub for engaging all stakeholders in the university's decision-making processes and community activities, ensuring accessibility and inclusion for every member.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Platform Development: Collaborate with developers to create a user-friendly digital engagement platform, integrated with MyCiti and accessible via Office 365, that includes features such as forums, polls, live chats, and virtual meeting spaces. Ensure compliance with international accessibility standards to accommodate users with disabilities, incorporating Braille and other inclusive technologies for the visually impaired.</li> <li>• Training and Onboarding: Conduct training sessions for staff, students, and external stakeholders on using the platform. Create engaging tutorials and guides that promote digital literacy and ensure everyone can participate effectively.</li> <li>• Feedback and Iteration: Regularly collect feedback on the platform's usability and effectiveness in promoting digital participation. Use this feedback to make iterative improvements, ensuring the platform evolves to meet users' needs.</li> <li>• Evaluation Metrics:</li> <li>• User engagement rates (logins, posts, poll responses).</li> <li>• Feedback scores on accessibility and ease of use.</li> </ul>			Low

				<ul style="list-style-type: none"> <li>• Increase in the number of decisions influenced by digital community participation.</li> </ul> <p><b>Task 2: Launch Digital Participation Campaigns</b>  <b>Objective: To actively promote and encourage digital participation across CITI University, using digital tools to engage, consult, and make decisions more effectively.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Digital Campaign Creation: Develop and execute a series of digital campaigns aimed at increasing awareness about the importance of digital participation in the university's ecosystem. Use social media, emails, and the newly developed digital platform to disseminate information and invite participation.</li> <li>• Inclusive Participation Initiatives: Organize virtual events, such as webinars, open forums, and workshops, that address diverse community interests and encourage active participation. Incorporate accessible materials and interpretation services to ensure inclusivity.</li> <li>• Stakeholder Collaboration: Establish a task force that includes representatives from different stakeholder groups to oversee the campaigns and ensure they align with the university's vision of data-driven decision making and personalized education.</li> <li>• Evaluation Metrics: <ul style="list-style-type: none"> <li>• Participation rates in campaigns and virtual events.</li> <li>• Diversity of participants in terms of demographics, departments, and external affiliations.</li> <li>• Qualitative feedback on the sense of belonging and inclusion from community surveys.</li> </ul> </li> </ul>			
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76	<p>Promote and encourage external collaboration and partnership with local, national and global stakeholders. Translate fundamental, applied and practice-based research into knowledge exchange and economic and social impact in collaboration with the wider public and voluntary and commercial sectors which undertake, design, and use research.</p> <p><b>Local community, Regional growth, Building digital communities, International activities, Open sharing</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>		<p><b>Task 1: Establish a Digital Collaboration Hub</b>  <b>Objective: Foster external collaboration with local, national, and global stakeholders through a centralized digital platform that facilitates the sharing of research, educational resources, and innovative practices.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Digital Hub Development: Create a digital collaboration hub integrated with MyCiti and Office 365, designed to share CITI University's research outputs, educational materials, and collaborative projects. This hub should support open sharing practices and include functionalities for project collaboration, discussion forums, and resource sharing.</li> <li>• Stakeholder Engagement: Identify and reach out to potential local, national, and global partners, including academic institutions, industry leaders, non-profit organizations, and community groups, inviting them to participate in the hub. Organize virtual launch events and workshops to demonstrate the platform's capabilities and onboard new users.</li> <li>• Evaluation Metrics:</li> <li>• Number and diversity of external stakeholders actively engaging with the digital hub.</li> <li>• Quantity and quality of collaborative projects and shared resources initiated through the platform.</li> </ul> <p><b>Task 2: Implement a Research Impact Program</b>  <b>Objective: Translate fundamental, applied, and practice-based research into knowledge exchange, economic, and social impact by facilitating collaboration with public, voluntary, and commercial sectors.</b></p> <p><b>Action Steps:</b></p>			
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				<ul style="list-style-type: none"> <li>• Program Design: Develop a structured program that connects CITI University researchers with external organizations to apply research findings to real-world challenges. This program should include mentorship, workshops, and funding opportunities for translational research projects.</li> <li>• Partnership Development: Build strategic partnerships with organizations interested in leveraging CITI University's research for societal benefit. This includes setting up formal agreements, joint research initiatives, and community-engaged scholarship programs.</li> <li>• Evaluation Metrics: <ul style="list-style-type: none"> <li>• Number of research projects translated into practical applications with demonstrable social or economic impact.</li> <li>• Feedback from stakeholders on the effectiveness and impact of research collaboration efforts.</li> </ul> </li> </ul>			
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## Relationship management

Using digital technologies to build and maintain positive relationships with and between stakeholders to ensure engagement, feedback and involvement as partners. Includes working, learning and wider community relationships.

Strategic aim and vision (Using elements from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
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77	<p>Develop and lead a consistent and coherent relationship management strategy which includes engagement with internal and external stakeholders according to strategic objectives.</p> <p>Use digital networks and media to build partnerships, connect sites of learning, carry out public/business/community engagement.</p> <p>Develop systems and services to support effective customer relationship management (CRM).</p> <p><b>Partnerships, Customer relations, Stakeholder engagement, Local</b></p>	Emerging to established Not started/planned		<p><b>Task 1: Unified Relationship Management Strategy Development</b>  <b>Objective: Establish a strategic framework for comprehensive stakeholder engagement, leveraging digital tools for enhanced communication and partnership.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Strategic Framework Creation: Develop a Relationship Management Strategy that aligns with CITI University's mission and digital transformation goals. This strategy should identify key stakeholder groups (students, staff, industry partners, local communities, international collaborators) and outline targeted engagement plans for each.</li> <li>• Digital Engagement Platform Integration: Utilize Microsoft 365 and MyCiti to create a centralized digital engagement platform. This platform should facilitate seamless communication, feedback collection, and stakeholder-specific content delivery. Incorporate CRM functionalities to track interactions and outcomes.</li> <li>• Evaluation Metrics:</li> <li>• Engagement levels across different stakeholder groups.</li> <li>• Increased feedback and participation in university initiatives.</li> <li>• CRM metrics on interactions, satisfaction, and engagement trends.</li> </ul> <p><b>Task 2: Digital Network Expansion for Partnership Building</b>  <b>Objective: Leverage digital networks and social media to foster partnerships, community engagement, and learning connections.</b></p> <p><b>Action Steps:</b></p>			Low
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	<p>community, Business and industry, Employer relations, Human resources, International activities</p>			<ul style="list-style-type: none"> <li>• Digital Partnership Portal: Launch a dedicated section within MyCiti for partnership opportunities, featuring collaboration tools, project showcases, and a partner matching system.</li> <li>• Social Media Strategy: Develop a comprehensive social media strategy to promote CITI University’s initiatives, highlight partnerships, and engage with the wider community. Utilize analytics tools to measure reach, engagement, and conversion.</li> <li>• Evaluation Metrics: <ul style="list-style-type: none"> <li>• Number and quality of new partnerships formed.</li> <li>• Social media engagement rates and analytics insights.</li> <li>• Community feedback and participation levels in digital forums and projects.</li> </ul> </li> </ul> <p><b>Task 3: CRM System Enhancement for Stakeholder Relationship Management</b>  <b>Objective: Improve the existing CRM system to offer tailored services, manage relationships effectively, and provide insightful data analytics.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• CRM System Upgrade: Enhance the current CRM system built on Microsoft 365 Lists and MyCiti, integrating advanced analytics, segmentation, and automation features. Ensure it can capture detailed interactions across all touchpoints, providing a 360-degree view of stakeholders.</li> <li>• Staff Training Program: Implement a training program for staff to effectively use the upgraded CRM system, focusing on data analysis, personalized communication strategies, and privacy compliance.</li> <li>• Evaluation Metrics:</li> </ul>			
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				<ul style="list-style-type: none"> <li>• CRM usage rates and staff proficiency improvements.</li> <li>• Quality of stakeholder engagement as evidenced by CRM data.</li> <li>• Feedback from stakeholders on improved interactions and services.</li> </ul>			
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# Digital and physical infrastructure

## Robust digital infrastructure

Planning, investing and maintaining a comprehensive, secure and reliable system of technology and equipment that supports the efficient operation and growth of an organisation.

Strategic aim and vision (Using descriptions from the Framework for DX)		Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
78	Stay up to date with developments in technology and infrastructure; assess developments in light of strategic priorities, benefits, organisational opportunities and risks.	Emerging to established  Not started/planned		<p><b>Task 1: Technology Monitoring and Strategic Alignment Initiative</b></p> <p><b>Task Description: Establish a dedicated Technology Monitoring Team (TMT) within the IT department, even if it begins with augmenting your role given the current staffing. This team's responsibility is to continuously scan the horizon for emerging technologies, assess their potential impact on CITI University's strategic goals, and prioritize them based on a developed criteria matrix that includes benefits, alignment with organizational opportunities, and mitigation of risks.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• <b>Develop a Criteria Matrix:</b> Create a matrix to evaluate technologies based on relevance to educational excellence, potential to enhance learning experiences, alignment with data-driven</li> </ul>			Low

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
<p><b>Horizon scanning, Sector intelligence, Local/Regional/National contexts and intelligence, International activities</b></p>			<p>decision-making and personalized education, scalability, cost, and compliance with Mongolian and international data protection regulations.</p> <ul style="list-style-type: none"> <li>• <b>Establish Partnerships:</b> Forge connections with technology providers, educational technology forums, and participate in IT conferences to stay abreast of innovations.</li> </ul> <p>Evaluation Method: Quarterly reports assessing the potential impact of new technologies on CITI University's operations and strategic goals. Metrics include the number of technologies reviewed, shortlisted, and implemented; cost-benefit analyses; and feedback from stakeholder consultations.</p> <p><b>Task 2. Digital Maturity Enhancement Program</b>  <b>Task Description: Launch a Digital Maturity Enhancement Program aimed at systematically advancing CITI University's IT infrastructure towards achieving higher maturity levels as per the JISC framework. This program involves assessing current digital practices against the JISC maturity model, identifying gaps, and formulating strategies to elevate the digital capabilities of the university.</b>  <b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Conduct a Digital Maturity Assessment: Using the JISC maturity model, evaluate the current state of CITI University's digital practices, including the integration and utilization of Microsoft 365, MyCiti, and Moodle platforms.</li> <li>• Strategic Planning Sessions: Organize workshops with stakeholders from across the university to brainstorm and plan upgrades and enhancements to the IT infrastructure, focusing</li> </ul>			



Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			<p>on inclusivity, data security, and the integration of emerging technologies.</p> <ul style="list-style-type: none"> <li>Evaluation Method: Annual reassessment against the JISC maturity model to track progress, with specific KPIs such as the implementation rate of identified improvements, stakeholder satisfaction scores, and improvements in operational efficiency.</li> </ul> <p><b>Task 3. Stakeholder-Driven Technology Adoption Framework</b></p> <p><b>Task Description: Implement a Stakeholder-Driven Technology Adoption Framework to ensure that the introduction of new technologies and upgrades to the IT infrastructure are guided by the needs, expectations, and feedback of all university stakeholders, including students, faculty, and administrative staff.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>Develop and Deploy Digital Feedback Tools: Utilize Office 365 tools to create surveys, feedback forms, and suggestion boxes to gather input from the university community about their digital needs and experiences.</li> <li>Pilot Projects and Feedback Loops: Before full-scale implementation, pilot emerging technologies in controlled environments to collect detailed feedback and perform adjustments based on real-user experiences.</li> <li>Evaluation Method: Utilize engagement metrics from feedback tools, success rates of pilot projects (measured by user adoption and</li> </ul>			

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			satisfaction), and improvements in digital service delivery based on stakeholder feedback.			
79	<p>Evaluate, plan for, procure, and/or develop digital solutions to support advanced digital practices and prepare for future user needs.</p> <p>Assess the levels of digital maturity across all areas of the organisation to inform strategy and planning.</p> <p><b>Digital strategy, IT strategy, Corporate strategy, Governance, Stakeholder</b></p>		<p><b>Comprehensive Digital Infrastructure Assessment and Planning</b></p> <ul style="list-style-type: none"> <li><b>Task Description: Conduct a thorough assessment of the current digital infrastructure, including hardware, software, network capabilities, and digital tools utilized for teaching, research, and administration. This assessment will inform a strategic plan that outlines necessary upgrades, new technologies to be adopted, and areas requiring enhanced digital security measures.</b></li> <li><b>Action Steps:</b></li> <li>Inventory existing digital assets and evaluate their alignment with current and projected needs of students, faculty, and administrative staff.</li> <li>Identify gaps in digital infrastructure that hinder achieving strategic goals like personalized education and data-driven decision-making.</li> <li>Develop a multi-year digital infrastructure enhancement plan, prioritizing initiatives based on impact, cost, and alignment with strategic objectives.</li> </ul> <p><b>Digital Maturity Model Implementation</b></p> <ul style="list-style-type: none"> <li><b>Task Description: Implement a digital maturity model tailored to CITI University's</b></li> </ul>			Low

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engagement, Digital leadership			<p><b>unique context, evaluating all areas of operation from teaching and learning to research and administration. This model will help in benchmarking current capabilities, identifying areas for improvement, and tracking progress over time.</b></p> <ul style="list-style-type: none"> <li>• <b>Action Steps:</b></li> <li>• Customize the JISC Digital Maturity Model to fit CITI University's context, incorporating criteria for evaluating the integration of digital tools like Moodle, MyCiti, and Microsoft Office 365 Education.</li> <li>• Conduct workshops with stakeholders across the university to introduce the digital maturity model, gather input, and foster buy-in.</li> <li>• Regularly review and update the digital maturity assessment to reflect technological advancements and changes in university strategy.</li> </ul> <p><b>Strategic Digital Solution Development</b></p> <ul style="list-style-type: none"> <li>• <b>Task Description: Focus on the strategic development and procurement of digital solutions that facilitate advanced digital practices, specifically in areas such as personalized learning, research collaboration, and community engagement. Solutions should be scalable, secure, and capable of integrating with existing systems like MyCiti and Microsoft Office 365.</b></li> <li>• <b>Action Steps:</b></li> </ul>			

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				<ul style="list-style-type: none"> <li>• Identify and pilot innovative digital solutions that have the potential to significantly enhance learning outcomes, research productivity, and administrative efficiency.</li> <li>• Establish a collaborative partnership model with technology providers, ensuring that solutions are customizable to CITI University's specific needs and can be integrated seamlessly with current infrastructure.</li> <li>• Develop a training program for staff and students to ensure optimal utilization of new digital solutions, focusing on building digital literacy and competencies.</li> <li>• Evaluation and KPIs:</li> <li>• Digital Infrastructure Enhancement Plan Implementation Rate: Track the percentage of planned enhancements that are fully implemented within the set timelines.</li> <li>• Digital Maturity Progress: Measure improvements in the digital maturity score annually, aiming for upward movement across all evaluated domains.</li> <li>• Stakeholder Satisfaction: Conduct regular surveys to assess the satisfaction of students, faculty, and staff with the digital tools and infrastructure, aiming for continuous improvement in satisfaction scores.</li> </ul>			

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80	<p>Develop and lead a coherent and flexible digital strategy that reflects organisational priorities and values and can adapt to unanticipated needs.</p> <p><b>Digital strategy, IT strategy, Corporate strategy, Governance, Stakeholder engagement, Digital leadership</b></p>	<p>Emerging to established</p> <p>Nearly there</p>		<p><b>Task 1: Strategic Digital Transformation Framework Development</b>  <b>Task Description: Create a dynamic digital transformation framework that aligns with CITI University's mission, vision, and strategic goals. This framework should incorporate elements of digital strategy, IT strategy, governance, stakeholder engagement, and digital leadership to guide the university's digital evolution.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>Engage with stakeholders across the university through workshops and surveys to gather insights and expectations regarding digital transformation.</li> <li>Develop a set of guiding principles and strategic objectives for digital transformation that align with CITI University's academic and administrative goals.</li> <li>Establish a Digital Transformation Steering Committee to oversee the implementation of the framework, ensuring it remains flexible and responsive to new challenges and opportunities.</li> </ul> <p><b>Task 2: Comprehensive Digital Maturity Assessment and Gap Analysis</b>  <b>Task Description: Conduct a comprehensive digital maturity assessment to identify current capabilities and areas for improvement. This assessment should inform strategic planning and help prioritize investments in technology and infrastructure.</b></p> <p><b>Action Steps:</b></p>			<p><a href="#">Low</a></p>

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				<ul style="list-style-type: none"> <li>Utilize a tailored digital maturity model to assess the current state of digital capabilities across different departments and functions within the university.</li> <li>Perform a gap analysis to identify discrepancies between current capabilities and the desired state as defined by the digital strategy.</li> <li>Develop a detailed action plan to address identified gaps, prioritizing initiatives that offer the highest value in terms of enhancing teaching, research, and administration.</li> </ul> <p><b>Task 3. Strategic Investment in Digital Innovation and Agility</b>  <b>Task Description: Secure support from university leaders for strategic investment in digital technologies that foster innovation, improve operational efficiency, and enhance the learning and research environment. Focus on building a culture of agility that can quickly adapt to emerging technologies and pedagogies.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>Present a business case to university leaders and stakeholders, outlining the benefits, costs, and anticipated ROI of proposed digital investments.</li> <li>Implement a pilot project approach for new digital initiatives to test and refine ideas before full-scale implementation.</li> </ul>			

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			<ul style="list-style-type: none"> <li>Establish partnerships with technology providers and other educational institutions to leverage shared resources, insights, and innovations.</li> <li>Evaluation and KPIs:</li> <li>Implementation Rate of Strategic Initiatives: Measure the percentage of strategic digital initiatives implemented within planned timelines.</li> <li>Digital Maturity Improvement: Track progress in digital maturity levels annually, aiming for continuous improvement in all assessed areas.</li> <li>Stakeholder Satisfaction: Regularly survey students, faculty, and staff to assess satisfaction with digital resources and infrastructure, setting targets for year-on-year improvements.</li> </ul>			
81	<p>Secure university leaders' support for strategic investment in transformative digital, data, and technology.</p> <p>Develop a sustainable long-term investment plan to ensure that the</p>	<p>Emerging to established</p> <p>Not started/planned</p>	<p><b>Action Task 1: Garnering Strategic Support for Transformative Investments</b></p> <p><b>Objective: Secure commitment and support from university leadership for significant investments in digital, data, and technology initiatives.</b></p> <p><b>Tasks:</b></p> <ul style="list-style-type: none"> <li>Present a comprehensive digital transformation briefing to the university's leadership, highlighting the critical role of advanced digital infrastructure in achieving the university's vision of data-driven decision-making and personalized education.</li> <li>Organize workshops with key stakeholders, including faculty heads and administrative leaders, to identify digital infrastructure needs</li> </ul>			Low

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<p>organisation can procure and/or develop, implement, manage and maintain IT systems, devices, platforms and services to achieve business goals and meet the diverse needs of stakeholders.</p> <p>Ensure investments reflect the total cost and resourcing required to ensure the organisation achieves value for money (eg capital and revenue expenditure, staffing, training).</p>			<p>that align with departmental and university-wide strategic goals.</p> <ul style="list-style-type: none"> <li>• Develop a proposal for strategic investment in digital technology, including detailed ROI analyses and case studies demonstrating the impact of similar investments in peer institutions.</li> <li>• Evaluation Methods: Track the approval process and feedback from university leadership. Measure the increase in allocated budget for IT infrastructure projects.</li> <li>• KPIs: Achieve a 20% year-over-year increase in the budget allocated for digital infrastructure. Secure approval for at least two major digital infrastructure projects within the next fiscal year.</li> </ul> <p><b>Action Task 2: Developing a Long-term Digital Infrastructure Investment Plan</b>  <b>Objective: Create a sustainable, long-term investment strategy for developing and maintaining CITI University's digital infrastructure.</b>  <b>Tasks:</b></p> <ul style="list-style-type: none"> <li>• Conduct a digital maturity assessment across all departments to identify current capabilities and future needs.</li> <li>• Collaborate with IT experts and consultants to forecast future technology trends and their potential impact on higher education.</li> <li>• Outline a 5-year investment plan that includes procurement of new technologies, upgrading existing systems, and training staff, ensuring alignment with the strategic objectives of</li> </ul>			



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Investment, Application architecture, Governance, Business continuity planning, Sustainability , Digital leadership			<p>enhancing learning, research, and operational efficiency.</p> <ul style="list-style-type: none"> <li>Evaluation Methods: Regular review meetings to assess progress against the investment plan. Adjustments made based on emerging technology trends and organizational needs.</li> <li>KPIs: Implementation of at least 75% of the planned investments within the first three years. Positive feedback from department heads on the impact of new technologies on operational efficiency and educational outcomes.</li> </ul> <p><b>Action Task 3: Ensuring Value for Money in Technological Investments</b>  <b>Objective: Maximize the value derived from investments in digital infrastructure, ensuring cost-effectiveness and resource efficiency.</b>  <b>Tasks:</b></p> <ul style="list-style-type: none"> <li>Establish a cross-departmental committee to oversee IT investments, focusing on achieving economies of scale and avoiding duplication of resources.</li> <li>Implement a rigorous vendor selection and management process, including competitive bidding, performance monitoring, and regular reviews.</li> <li>Develop training programs for staff to ensure optimal utilization of new technologies, thereby enhancing the return on investment.</li> <li>Evaluation Methods: Analyze expenditure versus outcomes for IT projects. Conduct satisfaction</li> </ul>			

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			<p>surveys among users of new technologies to assess impact.</p> <ul style="list-style-type: none"> <li>KPIs: Reduction in per-unit cost of IT investments while maintaining or improving service quality. Achievement of targeted outcomes for at least 80% of new technology implementations within the first year of deployment.</li> </ul>			
82	<p>Ensure that Enterprise Architecture (EA) is fully integrated into the institution's strategic planning processes. Review systems and processes to streamline business operations to improve efficiency and effectiveness - standardise where appropriate.</p> <p><b>Business processes</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>	<p><b>Action Task 1: Integrate Enterprise Architecture into Strategic Planning</b></p> <p><b>Objective: Seamlessly integrate EA with the university's strategic planning processes to align IT infrastructure with academic and administrative goals.</b></p> <p><b>Tasks:</b></p> <ul style="list-style-type: none"> <li>Conduct workshops with key stakeholders from IT, academic, and administrative departments to identify how digital infrastructure can support the university's strategic objectives.</li> <li>Develop a comprehensive EA framework that outlines the current IT landscape, future state vision, and a roadmap for transitioning from current to future state, considering both technological and process changes.</li> <li>Establish a governance structure to oversee the implementation of the EA, ensuring it remains aligned with strategic changes and external developments.</li> <li>Evaluation Methods: Regular review sessions to assess alignment between the EA roadmap and strategic objectives. Surveys and feedback</li> </ul>			Low

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and operations, Enterprise architecture			<p>mechanisms to measure stakeholder satisfaction and identify areas for adjustment.</p> <ul style="list-style-type: none"> <li>• KPIs:</li> <li>• Establishment of a complete EA framework within 6 months.</li> <li>• 80% stakeholder awareness and understanding of how EA supports the university's strategic goals within 1 year.</li> </ul> <p><b>Action Task 2: Streamline Business Operations for Efficiency</b>  <b>Objective: Review and optimize business processes and operations to improve efficiency and effectiveness across the university.</b>  <b>Tasks:</b></p> <ul style="list-style-type: none"> <li>• Utilize process mapping techniques to document current business processes across key operational areas, identifying bottlenecks and redundancies.</li> <li>• Implement process improvement methodologies, such as Lean Six Sigma, to streamline workflows, enhance service delivery, and reduce waste.</li> <li>• Develop a continuous improvement culture by training staff on process optimization techniques and establishing a feedback loop for ongoing process refinement.</li> <li>• Evaluation Methods: Pre- and post-implementation review of process efficiencies, including time savings, cost reductions, and qualitative improvements in service delivery.</li> </ul>			

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			<ul style="list-style-type: none"> <li>• KPIs:</li> <li>• Achieve a 20% reduction in process cycle times in key operational areas within the first year.</li> <li>• Implement at least 5 major process improvements annually, with positive feedback from staff and stakeholders.</li> </ul> <p><b>Action Task 3: Standardize Business Processes Where Appropriate</b>  <b>Objective: Establish standardized processes across the university to ensure consistency, reliability, and scalability of operations.</b>  <b>Tasks:</b></p> <ul style="list-style-type: none"> <li>• Identify processes that are common across multiple departments and have potential for standardization.</li> <li>• Develop standardized procedures, templates, and guidelines for identified processes, ensuring they are adaptable to department-specific needs.</li> <li>• Roll out standardized processes with appropriate training sessions for staff, accompanied by monitoring and support mechanisms to ensure adoption.</li> <li>• Evaluation Methods: Monitoring of process adherence and consistency across departments. Feedback from departments on the effectiveness and adaptability of standardized processes.</li> <li>• KPIs:</li> </ul>			

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			<ul style="list-style-type: none"> <li>90% adoption rate of standardized processes in targeted areas within 6 months.</li> <li>Demonstrated improvements in operational consistency and efficiency across departments within 1 year.</li> </ul>			
83	<p>Ensure digital infrastructure planning, investment and decisions support safe, secure, consistent and reliable business processes.</p> <p>Develop, test and refine business continuity plans to ensure high availability of systems and that university activities continue without disruption.</p> <p><b>Security and business</b></p>		<p><b>Action Task 1: Comprehensive Digital Infrastructure Risk Assessment</b>  <b>Objective: Conduct a thorough risk assessment of the current digital infrastructure to identify vulnerabilities, potential threats, and areas for improvement in security and business continuity.</b>  <b>Tasks:</b></p> <ul style="list-style-type: none"> <li>Utilize external cybersecurity experts to audit the existing digital infrastructure, including the School Management software, Moodle, and ResearchHub, to identify security vulnerabilities.</li> <li>Implement a vulnerability management program to regularly scan, identify, and mitigate vulnerabilities in the digital infrastructure.</li> <li>Develop a detailed risk management plan, including risk mitigation strategies, prioritization of risks based on impact and likelihood, and a response plan for potential cybersecurity incidents.</li> <li>Evaluation Methods: Regular audits and reports on identified and mitigated vulnerabilities. Tracking the reduction in identified risks over time.</li> <li>KPIs:</li> </ul>			High

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<p>continuity, Enterprise architecture, Cyber security</p>			<ul style="list-style-type: none"> <li>Reduction of critical vulnerabilities by 80% within the first year.</li> <li>Establishment of a monthly vulnerability management cycle.</li> </ul> <p><b>Action Task 2: Enhanced Business Continuity and Disaster Recovery Planning</b>  <b>Objective: Strengthen business continuity and disaster recovery strategies to ensure minimal disruption to university operations.</b>  <b>Tasks:</b></p> <ul style="list-style-type: none"> <li>Develop comprehensive business continuity and disaster recovery plans, covering data recovery, system backups, and alternative operational strategies in case of significant disruptions.</li> <li>Conduct regular drills involving key stakeholders to test and refine these plans.</li> <li>Leverage cloud solutions, like Azure, for data redundancy, ensuring backups are geographically distributed and easily accessible.</li> <li>Evaluation Methods: Effectiveness of recovery during simulated disaster recovery drills. Time taken to restore operations after a simulated incident.</li> <li>KPIs:</li> <li>Achieve a recovery time objective (RTO) of less than 4 hours for critical systems.</li> <li>100% staff participation in business continuity training and drills annually.</li> </ul>			

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				<p><b>Action Task 3: Secure and Reliable Digital Environment for All Stakeholders</b>  <b>Objective: Ensure the digital environment is secure, transparent, and reliable, meeting the needs of all stakeholders, including compliance with GDPR and other regulatory requirements.</b>  <b>Tasks:</b></p> <ul style="list-style-type: none"> <li>• Implement robust access control and data protection measures across all digital platforms, including multi-factor authentication and encryption of sensitive data.</li> <li>• Regularly update and educate stakeholders about digital security practices, integrating these sessions into existing IT skills training programs.</li> <li>• Review and enhance the integration of social media and other digital tools with internal systems like Office 365 and MyCiti to ensure they meet security standards and improve user experience.</li> <li>• Evaluation Methods: Stakeholder feedback on the security and usability of digital systems. Compliance audit results with GDPR and other standards.</li> <li>• KPIs:</li> <li>• 95% positive feedback from users on the security and reliability of digital services.</li> <li>• Zero data breaches or compliance violations related to digital infrastructure.</li> </ul>			

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<p>84</p> <p>Identify and understand the technology needs of different stakeholder groups through appropriate consultation and engagement.</p> <p>Establish a safe and transparent digital environment for all stakeholders that aligns to the same standards and experience of physical environments.</p> <p>Ensure digital infrastructure decisions meet the requirements of broad organisational goals relating</p>	<p>Emerging to established</p> <p>Not started/planned</p>		<p><b>Action Task 1: Comprehensive Stakeholder Technology Needs Assessment</b>  <b>Objective: To understand and address the diverse technology needs of CITI University’s stakeholders, including students, faculty, and administrative staff.</b>  <b>Tasks:</b></p> <ul style="list-style-type: none"> <li>• Conduct surveys and focus groups to gather detailed insights into the technology needs, preferences, and challenges faced by different stakeholder groups, emphasizing inclusivity and diversity.</li> <li>• Analyze data from existing platforms like Moodle and ResearchHub to identify usage patterns and areas for enhancement.</li> <li>• Establish a feedback mechanism on Microsoft Office 365 Education platform for continuous input from users on technology needs and experiences.</li> <li>• Evaluation Methods: Analysis of survey/focus group data and user feedback for actionable insights.</li> <li>• KPIs: Increased satisfaction scores in annual technology usage surveys by at least 20% within the first year.</li> </ul> <p><b>Action Task 2: Development and Implementation of an Inclusive Digital Environment</b>  <b>Objective: To ensure the digital environment at CITI University is safe, transparent, and accessible to all stakeholders, aligning with physical environment standards.</b>  <b>Tasks:</b></p>			<p>Low</p>



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<p>to equity and inclusion.</p> <p><b>Stakeholder needs, Requirements gathering, Accessibility and inclusion, Digital poverty, Customer services</b></p>			<ul style="list-style-type: none"> <li>• Implement digital accessibility standards (e.g., WCAG) across all digital platforms, including the website, Moodle, and the MyCiti system.</li> <li>• Train IT staff and content creators on accessibility best practices and inclusive content creation.</li> <li>• Regularly audit digital platforms for compliance with accessibility standards and user experience optimizations.</li> <li>• Evaluation Methods: Regular accessibility audits and stakeholder feedback on digital environment inclusivity.</li> <li>• KPIs: Achieve and maintain 100% compliance with WCAG 2.1 standards across all digital platforms within 18 months.</li> </ul> <p><b>Action Task 3: Enhancing Digital Infrastructure for Equity and Inclusion</b>  <b>Objective: To align digital infrastructure decisions with the broad organizational goals of equity and inclusion.</b>  <b>Tasks:</b></p> <ul style="list-style-type: none"> <li>• Develop and implement a plan for upgrading digital infrastructure to support the needs of all users, including the introduction of assistive technologies and language support features.</li> <li>• Collaborate with external partners for technology solutions that enhance equity and inclusion, such as text-to-speech software and translation services, integrating these with existing platforms like Office 365 and ResearchHub.</li> </ul>			

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			<ul style="list-style-type: none"> <li>• Conduct workshops and training sessions for students and staff on utilizing inclusive technologies and services.</li> <li>• Evaluation Methods: User engagement metrics with new technologies and services, feedback sessions.</li> <li>• KPIs: Increased utilization of inclusive technologies by at least 30% and positive feedback from 85% of participants in training sessions on their effectiveness and impact.</li> </ul>			
85	<p>Ensure digital infrastructure decisions meet the requirements of broad organisational goals relating to sustainability and environmental impact.</p> <p><b>Environmental sustainability</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>	<p><b>Action Task 1: Sustainability Assessment and Planning</b>  <b>Objective: Conduct a comprehensive sustainability assessment of current digital infrastructure and identify areas for improvement.</b>  <b>Tasks:</b></p> <ul style="list-style-type: none"> <li>• Audit existing digital tools and platforms, including MyCiti and ResearchHub, for energy efficiency and environmental impact.</li> <li>• Develop a strategic plan to transition to greener digital solutions where necessary, including the use of energy-efficient hardware and cloud services.</li> <li>• Incorporate sustainability criteria into procurement policies for IT hardware, software, and services.</li> <li>• Evaluation Methods: Baseline sustainability assessment report and subsequent annual reviews.</li> </ul>			Low

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				<ul style="list-style-type: none"> <li>KPIs: Reduction in carbon footprint by 20% within two years; 100% of new IT procurements meeting sustainability criteria.</li> </ul> <p><b>Action Task 2: Green IT Initiatives and Awareness</b>  <b>Objective: Launch initiatives to promote environmental sustainability in digital infrastructure use among stakeholders.</b>  <b>Tasks:</b></p> <ul style="list-style-type: none"> <li>Implement server virtualization and cloud-based solutions to reduce on-premises hardware needs and energy consumption.</li> <li>Organize workshops and campaigns for staff and students on sustainable computing practices.</li> <li>Explore the use of renewable energy sources for powering data centers and IT infrastructure.</li> <li>Evaluation Methods: Participation rates in sustainability workshops; annual energy consumption reports.</li> <li>KPIs: At least 30% decrease in on-premises server energy consumption; 50% staff and student participation in sustainability programs.</li> </ul> <p><b>Action Task 3: Sustainable Digital Innovation and Collaboration</b>  <b>Objective: Foster innovation in digital solutions that contribute to sustainability goals.</b>  <b>Tasks:</b></p> <ul style="list-style-type: none"> <li>Launch a sustainability innovation challenge, inviting proposals for digital projects that have a positive environmental impact.</li> </ul>			

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>Partner with external organizations, including NGOs and tech companies, to share knowledge and resources for sustainable digital solutions.</li> <li>Integrate sustainability into the curriculum, encouraging research and projects focused on green technology and its applications in digital infrastructure.</li> <li>Evaluation Methods: Number and quality of innovation challenge proposals; partnerships established; curriculum integration reports.</li> <li>KPIs: At least 5 sustainable digital projects initiated per year; establishment of 3+ external partnerships focused on sustainability; integration of sustainability into 20% of IT-related courses.</li> </ul>			
86	<p>Effective supply chain management to minimise risks and ensure business continuity.</p> <p><b>Security and business continuity, Cyber security</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>	<p><b>Action Task: Develop a Comprehensive IT Supply Chain Resilience Program</b>  <b>Objective: Enhance CITI University's supply chain resilience to minimize risks and ensure uninterrupted operations.</b></p> <p><b>Comprehensive Steps:</b></p> <ul style="list-style-type: none"> <li>Conduct a thorough assessment of the IT supply chain to identify critical suppliers and potential vulnerabilities. Leverage tools within Microsoft 365, like Power BI, for data analysis and visualization to understand risk exposure better.</li> <li>Strengthen relationships with key suppliers by establishing regular communication channels and collaboration platforms using Microsoft</li> </ul>			Low

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
			<p>Teams. Include performance and risk management criteria in supplier evaluations.</p> <ul style="list-style-type: none"> <li>• Develop and implement a resilience plan that includes alternative suppliers, inventory management strategies, and rapid response measures to address potential supply chain disruptions.</li> <li>• Ensure the supply chain resilience plan is integrated into CITI University's broader business continuity planning. Use SharePoint within Microsoft 365 to document and share the plan across departments.</li> <li>• Leverage emerging technologies like cloud computing and AI, provided by Azure Microsoft infrastructure, to enhance supply chain visibility and predictive capabilities. Explore innovative solutions to automate and optimize supply chain management.</li> <li>• Conduct training sessions for staff on supply chain risks and resilience strategies, using Microsoft 365 tools for e-learning modules and virtual workshops</li> <li>• Implement a continuous monitoring system to track supply chain performance and risks. Use Microsoft 365's analytics capabilities for real-time insights and adapt strategies as needed.</li> <li>• Evaluation Methods: Regular supply chain performance reviews, resilience plan testing and</li> </ul>			

Strategic aim and vision (Using descriptions from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
			<p>updates, supplier evaluation feedback, and staff training outcomes.</p> <p>KPIs:</p> <ul style="list-style-type: none"> <li>• Reduction in critical supply chain vulnerabilities identified by 50% within the first year.</li> <li>• Establishment of at least two alternative suppliers for each critical supply chain component.</li> <li>• 100% of staff in key operational roles trained on supply chain resilience within six months.</li> <li>• Implementation of a continuous monitoring system with quarterly performance reporting.</li> </ul>			

# Digital connectivity

Ensuring secure and reliable connections between stakeholders, business processes, and data and networks within the organisation, as well as facilitating connectivity with appropriate external networks.

Strategic aim and vision (Using elements from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
87 Establish and maintain highly-available bandwidth, primary and resilient network connections to ensure sufficient capacity to meet current, and projected future demands of online services, through a combination of appropriate technologies, best practices, and advanced cloud services.  Provide integrated tools and	Emerging to established Not started/planned		<p><b>Action Task 1: Upgrade Network Infrastructure for High Availability and Resilience</b>  <b>Objective: Ensure CITI University's network infrastructure can meet current and future online service demands with high availability and resilience.</b>  <b>Steps:</b></p> <ul style="list-style-type: none"> <li>Conduct a comprehensive audit of the current network infrastructure to identify areas for improvement, focusing on bandwidth, resilience, and scalability.</li> <li>Partner with cloud service providers like Azure to leverage advanced cloud services for scalable and reliable network connectivity. This includes implementing cloud-based redundancy and failover systems to ensure business continuity.</li> <li>Implement a phased upgrade plan, starting with the most critical areas identified in the audit, ensuring minimal disruption to university operations.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>Monitor network performance metrics pre and post-upgrade to assess improvements in bandwidth, latency, and downtime incidents.</li> </ul>			Low

	<p>platforms to provide a range of choices for students to connect both on and off-campus, and to support the development of a sense of belonging, wellbeing and relationships with others.</p> <p><b>Digital networks, Business continuity planning</b></p>			<ul style="list-style-type: none"> <li>• Conduct regular stress tests to evaluate the resilience of the network under high demand.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>• Increase network bandwidth by 50% within the first year post-upgrade.</li> <li>• Achieve 99.9% network uptime.</li> <li>• Complete the first phase of the upgrade within 12 months, with subsequent phases evaluated and scheduled based on initial phase outcomes.</li> </ul> <p><b>Action Task 2: Expand and Integrate Digital Tools for Enhanced Student Connectivity</b>  <b>Objective: Provide a diverse range of digital tools and platforms to facilitate on and off-campus connectivity for students, promoting a sense of belonging and wellbeing.</b></p> <p><b>Steps:</b></p> <ul style="list-style-type: none"> <li>• Survey students to identify preferred digital tools and platforms for academic and social engagement.</li> <li>• Integrate additional tools into the Microsoft Office 365 Education suite already in use, such as Microsoft Teams for group collaboration and OneNote for shared note-taking, ensuring seamless access for all students.</li> <li>• Develop online community spaces within Moodle and MyCiti platforms, specifically designed to foster student interactions, group work, and social activities, including virtual events and forums.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>• Track usage statistics of newly integrated tools and platforms to measure adoption rates.</li> <li>• Survey students annually to assess satisfaction with the digital tools provided and identify areas for further improvement.</li> </ul>			
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				<p>KPIs:</p> <ul style="list-style-type: none"> <li>• Achieve a 75% student adoption rate for newly integrated digital tools within the first year.</li> <li>• Receive positive feedback from at least 80% of students regarding the impact of these tools on their sense of belonging and wellbeing.</li> </ul> <p><b>Action Task 3: Implement an Ongoing Digital Network Training Program for Staff and Students</b>  <b>Objective: Equip staff and students with the knowledge and skills necessary to effectively use the digital network infrastructure and tools.</b></p> <p><b>Steps:</b></p> <ul style="list-style-type: none"> <li>• Develop a comprehensive digital literacy program that covers essential skills for using the university's digital network infrastructure and platforms.</li> <li>• Offer training sessions as part of orientation for new students and ongoing professional development for staff, utilizing online modules accessible through the Office 365 Education suite.</li> <li>• Create a dedicated support team to assist students and staff with technical issues, providing guidance on effectively utilizing digital tools for education and collaboration.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>• Assess participation rates in training programs and support sessions.</li> <li>• Gather feedback from participants to continuously improve the training content and delivery methods.</li> </ul> <p>KPIs:</p>			
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				<ul style="list-style-type: none"> <li>• Ensure 100% of new students and staff participate in the digital literacy program within their first semester.</li> <li>• Achieve a satisfaction rate of over 85% from participants regarding the usefulness and clarity of the training provided.</li> </ul>			
88	<p>Identify and understand the connectivity needs of different stakeholder groups through appropriate consultation and engagement.</p> <p>Ensure that secure access to organisational digital networks meets the diverse needs of staff and students, particularly those at risk of exclusion through issues such as poverty, disability, mental health, physical location, language or any other</p>	<p>Emerging to established</p> <p>Not started/planned</p>		<p><b>Action Task 1: Conduct a Comprehensive Connectivity Needs Assessment</b>  <b>Objective: To identify the specific connectivity needs and challenges faced by different stakeholder groups within CITI University, with a focus on inclusivity and accessibility.</b>  <b>Steps:</b></p> <ul style="list-style-type: none"> <li>• Develop and distribute a detailed survey to all university stakeholders, including students, faculty, administrative staff, and support staff, to gather information on their current digital connectivity, tools used, challenges faced, and specific needs for online access.</li> <li>• Conduct focus groups with representatives from diverse groups, including those with disabilities, international students, students from economically disadvantaged backgrounds, and non-native language speakers, to gain deeper insights into their unique challenges and needs.</li> <li>• Compile and analyze the data to identify common themes, specific needs for different groups, and potential barriers to digital inclusion.</li> <li>• Evaluation Methods:</li> <li>• Utilization of survey response rates and qualitative feedback from focus groups as immediate metrics of engagement.</li> <li>• Analysis of collected data to identify gaps in digital connectivity and accessibility.</li> </ul>			

	<p>access difficulties.</p> <p><b>Accessibility and inclusion, Digital poverty, Building digital communities</b></p>			<ul style="list-style-type: none"> <li>• KPIs:</li> <li>• Achieve a survey response rate of at least 60% from each stakeholder group.</li> <li>• Identification of at least three major areas for improvement in digital connectivity and accessibility for underrepresented groups.</li> <li>• Action Task 2: Develop and Implement an Inclusive Digital Access Strategy</li> <li>• Objective: To ensure that all CITI University stakeholders have secure and accessible digital connectivity, addressing the needs identified in the needs assessment.</li> <li>• Steps:</li> <li>• Based on the needs assessment findings, develop a comprehensive digital access strategy that addresses identified gaps, including hardware and software solutions, network improvements, and tailored access programs.</li> <li>• Implement programs that provide devices and subsidized internet access for students and staff at risk of digital exclusion. This could include laptop loan programs, mobile data grants, and collaborations with internet service providers.</li> <li>• Design and deliver training programs on digital literacy and the use of digital tools, specifically tailored to the needs of diverse groups, ensuring everyone can effectively utilize the university's digital resources.</li> <li>• Evaluation Methods:</li> <li>• Monitor the distribution and utilization of support programs for technology and internet access.</li> </ul>			
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				<ul style="list-style-type: none"> <li>• Conduct follow-up surveys and interviews to assess the impact of the digital access strategy on improving connectivity and inclusion.</li> <li>• KPIs:</li> <li>• Reduction of reported connectivity issues by 50% among previously identified at-risk groups within one year.</li> <li>• 100% of identified at-risk students and staff participate in the digital access support program.</li> <li>• Action Task 3: Ongoing Review and Adaptation of Connectivity Solutions</li> <li>• Objective: To maintain a dynamic approach to digital connectivity that adapts to changing needs and technologies, ensuring long-term inclusivity and access.</li> <li>• Steps:</li> <li>• Establish a standing committee on digital inclusivity and connectivity, comprising representatives from various stakeholder groups, including students with disabilities, international students, and IT staff.</li> <li>• The committee will regularly review the effectiveness of current digital access strategies, assess new technologies, and recommend adjustments to ensure ongoing inclusivity and security.</li> <li>• Implement a feedback mechanism for all university members to report connectivity issues, suggest improvements, and share experiences with digital access, ensuring that the strategy remains responsive to the community's needs.</li> <li>• Evaluation Methods:</li> </ul>			
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				<ul style="list-style-type: none"> <li>• Regular reports from the committee on digital inclusivity and connectivity, assessing the current state of digital access and recommending improvements.</li> <li>• Analysis of feedback collected from the university community to identify trends, issues, and opportunities for enhancing digital connectivity.</li> <li>• KPIs:</li> <li>• Conduct bi-annual reviews of the digital access strategy and its implementation.</li> <li>• Implement at least two significant improvements or updates to the strategy each year based on committee recommendations and community feedback.</li> </ul>			
89	<p>Understand, establish and maintain cyber security protections, accreditation, support and protocols.</p> <p>Enable recruitment, development and retention of staff with cyber security expertise. Invest in a programme to increase cyber security awareness and expertise in existing staff through</p>	<p>Emerging to established</p> <p>Not started/planned</p>		<p><b>Action Task 1: Cyber Security Infrastructure and Protocols Enhancement</b></p> <p><b>Objective: Strengthen the cyber security infrastructure of CITI University by updating or implementing state-of-the-art security technologies and protocols.</b></p> <p><b>Steps:</b></p> <ul style="list-style-type: none"> <li>• Conduct a comprehensive security audit to identify current vulnerabilities within the university's digital infrastructure, including all platforms and software in use, particularly focusing on Microsoft Office 365, MyCiti, ResearchHub, and Moodle.</li> <li>• Based on audit findings, update or implement advanced security measures, such as multi-factor authentication (MFA) for all system access, end-to-end encryption for data transmission, and regular penetration testing.</li> <li>• Obtain or update cyber security accreditations for the university's digital systems, demonstrating</li> </ul>			Low

	<p>training and support.</p> <p><b>Cyber security</b></p>			<p>compliance with international security standards and best practices.</p> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>• Completion of the cyber security audit and implementation of recommendations within a 6-month period.</li> <li>• Achievement of relevant cyber security certifications or accreditations within one year.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>• Zero successful cyber attacks or data breaches within 12 months of implementing new security measures.</li> <li>• Obtaining or renewing at least two major cyber security accreditations.</li> </ul> <p><b>Action Task 2: Cyber Security Talent Development and Retention</b>  <b>Objective: Enhance the university's capacity to manage and respond to cyber security challenges by recruiting and developing skilled personnel.</b></p> <p><b>Steps:</b></p> <ul style="list-style-type: none"> <li>• Launch a targeted recruitment campaign to attract individuals with expertise in cyber security, focusing on roles such as system security analysts and network security engineers.</li> <li>• Develop a comprehensive staff development program in cyber security, offering training, workshops, and certification opportunities to existing IT staff, emphasizing the security features and best practices related to Microsoft Office 365 Education and other critical systems.</li> <li>• Implement a retention program for cyber security staff, including competitive salaries, career advancement opportunities, and ongoing professional development.</li> </ul>			
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				<p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>• Recruitment of at least two cyber security specialists within the next 12 months.</li> <li>• Participation of 100% of IT staff in cyber security training programs within the first year.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>• Increase in the IT department's cyber security expertise, measured by certifications obtained by staff.</li> <li>• Reduction in staff turnover rates in IT and cyber security roles by at least 25% within two years.</li> </ul> <p><b>Action Task 3: Cyber Security Awareness Program</b>  <b>Objective: Build a university-wide culture of cyber security awareness to minimize risks of security breaches and data loss.</b></p> <p><b>Steps:</b></p> <ul style="list-style-type: none"> <li>• Develop a comprehensive cyber security awareness program for all university stakeholders, including customizable modules for students, faculty, and administrative staff.</li> <li>• Integrate cyber security awareness into the onboarding process for new students and staff and into the curriculum where applicable.</li> <li>• Launch regular cyber security awareness campaigns, leveraging channels such as the university's social media, newsletters, and workshops, focusing on topics like phishing, password security, and safe internet practices.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>• Pre- and post-program surveys to assess changes in cyber security awareness levels among participants.</li> </ul>			
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				<ul style="list-style-type: none"> <li>Tracking the reduction in security incidents related to user actions (e.g., phishing attacks).</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>At least 80% of the university community participates in the cyber security awareness program within the first year.</li> <li>A 50% reduction in user-related security incidents within 12 months of the program launch.</li> </ul>			
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## Digital support

Resources, services and assistance provided to help stakeholders use digital technologies effectively for work, learning or research.

Strategic aim and vision (Using elements from the Framework for DX)	Estimated <b>maturity level</b> and <b>current progress</b> (click on text to select from dropdown)	Responsibility and <b>ownership</b>  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	<b>Investment</b> required (time, resources, financial)	<b>Highlight links</b> to organisational strategies, policies, projects, training, external resources, etc.	<b>Priority</b> (click on text to select from dropdown)
90	Recruitment and retention of specialist IT staff in central services and in the wide range of other roles that require specialist digital expertise.  <b>IT support, Digital champions, Digital learning champions, Learning technologists, Digital capability</b>	Emerging to established Not started/planned	<p><b>Action Task 1: Strategic Recruitment and Development Plan for Digital Expertise</b>  <b>Objective: To address the acute need for specialist digital expertise across various roles within CITI University, from IT support to digital learning champions.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Develop a strategic recruitment plan that identifies key digital roles required across the university, focusing on areas such as IT support, digital learning, and research technology.</li> <li>• Partner with renowned institutions and organizations to tap into a broader talent pool, including internships for students from technology fields to support and learn within the IT department.</li> <li>• Implement a comprehensive development program for current and new staff focusing on upskilling in critical areas such as cybersecurity, cloud computing, and digital pedagogy, leveraging resources from Microsoft Office 365 Education and other technology partners.</li> </ul> <p>Evaluation Methods:</p>			Low

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>• Completion of a recruitment drive within 6 months, with benchmarks for the number and types of roles filled.</li> <li>• Execution of training programs with measured improvements in staff competency levels.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>• Fill at least 5 new specialized digital roles within the first year.</li> <li>• Achieve a 75% staff participation rate in new training programs, with a 90% satisfaction rate.</li> </ul> <p><b>Action Task 2: Retention Strategies for Digital Talent</b>  <b>Objective: Implement retention strategies to maintain a stable and motivated digital support team within the university.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Establish a clear career progression path for digital roles, including opportunities for leadership and specialization.</li> <li>• Introduce a rewards program that recognizes exceptional contributions in digital innovation and support, including monetary bonuses, professional development opportunities, and public acknowledgment.</li> <li>• Create a supportive work environment that promotes work-life balance, including flexible working arrangements and mental health support services.</li> </ul> <p>Evaluation Methods:</p>			

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>Annual review of staff turnover rates in digital roles compared to previous years.</li> <li>Staff surveys to gauge job satisfaction and engagement levels.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>Reduce staff turnover in specialized digital roles by 20% within two years.</li> <li>Achieve an 80% positive response rate on job satisfaction and engagement surveys among digital staff.</li> </ul> <p><b>Action Task 3: Digital Support Team Structure and Management</b>  <b>Objective: Develop and manage a dedicated support team to provide comprehensive digital support across the organization, enhancing the digital experience for all university stakeholders.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Formalize the structure of the digital support team, clearly defining roles, responsibilities, and collaboration mechanisms among IT support, digital champions, learning technologists, and other key positions.</li> <li>Implement a centralized digital support portal, integrating it with MyCiti and Moodle platforms, to streamline requests and provide timely assistance.</li> </ul>			

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>Organize regular forums for digital support staff to share insights, challenges, and best practices, fostering a collaborative and innovative work culture.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>Monitor the efficiency and responsiveness of the digital support portal through user feedback and resolution times.</li> <li>Conduct bi-annual forums and evaluate their impact on staff collaboration and problem-solving effectiveness.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>Achieve a user satisfaction rate of over 85% with the digital support services within the first year of implementation.</li> <li>Document a 30% decrease in recurring IT issues due to enhanced problem resolution strategies shared in forums.</li> </ul>			
91	Development and training of specialist IT staff in central services and in the wide range of other roles that require specialist digital expertise.	Emerging to established  Not started/planned	<p><b>Action Task 1: Comprehensive Digital Skills Development Program</b>  <b>Objective: To elevate the digital proficiency of CITI University’s staff across various roles, ensuring they possess up-to-date knowledge and skills in digital technologies, cybersecurity, and digital pedagogy.</b></p> <p><b>Actions:</b></p>			

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
<p>IT support, Digital champions, Digital learning champions, Learning technologists, Digital capability</p>			<ul style="list-style-type: none"> <li>Initiate a comprehensive digital skills development program that includes workshops, online training, and certification opportunities focused on emerging technologies, cybersecurity best practices, cloud computing, and digital pedagogy.</li> <li>Partner with technology providers like Microsoft to access specialized training materials and certification programs for Office 365, Azure, and other relevant platforms.</li> <li>Incorporate continuous professional development in digital skills into the performance evaluation criteria for IT support staff, digital champions, learning technologists, and other roles requiring digital expertise.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>Monitor participation rates and completion rates of training programs.</li> <li>Conduct pre- and post-training assessments to measure knowledge and skill improvement.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>Achieve a 100% participation rate among targeted staff within the first year.</li> <li>90% of participants achieve a passing score on post-training assessments.</li> </ul> <p><b>Action Task 2: Digital Champions Network</b>  <b>Objective: To foster a culture of digital innovation and support throughout CITI University by</b></p>			

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)	
				<p><b>identifying and empowering a network of digital champions across departments.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Identify and appoint digital champions within each department who are adept in using digital tools and technologies. These individuals will act as points of contact for their colleagues, providing peer support and promoting the use of digital resources.</li> <li>• Provide specialized training for digital champions that covers advanced digital tools, educational technologies, and strategies for promoting digital literacy and adoption among their peers.</li> <li>• Organize a bi-annual digital champions summit where participants can share experiences, challenges, and best practices, and explore new technologies and teaching methods.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>• Track the number of digital initiatives proposed and implemented by digital champions.</li> <li>• Survey staff and students to assess the impact of the digital champions on digital adoption and literacy.</li> </ul> <p>KPIs:</p>			

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>• Digital champions implement at least two new digital initiatives within their departments per year.</li> <li>• At least 80% positive feedback from staff and students on the effectiveness of digital champions in enhancing digital literacy.</li> </ul> <p><b>Action Task 3: Mentorship and Peer Learning Program</b>  <b>Objective: To complement formal training with experiential learning opportunities through a mentorship and peer learning program focused on digital technologies and support.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Establish a mentorship program pairing experienced IT and digital support staff with less experienced staff or those looking to enhance their digital skills. This program should focus on practical, hands-on learning experiences.</li> <li>• Implement a peer learning framework where staff can regularly meet in small groups to discuss digital challenges, explore new tools, and share knowledge and solutions.</li> <li>• Create an online repository of resources, tutorials, and case studies developed from these mentorship and peer learning activities for broader access by the university community.</li> </ul> <p>Evaluation Methods:</p>			

Strategic aim and vision (Using elements from the Framework for DX)	Estimated maturity level and current progress (click on text to select from dropdown)	Responsibility and ownership  Identify specific groups/forums teams	Approaches and actions to be taken (include KPIs where appropriate)  If no further actions are required mark for regular ongoing review	Investment required (time, resources, financial)	Highlight links to organisational strategies, policies, projects, training, external resources, etc.	Priority (click on text to select from dropdown)
			<ul style="list-style-type: none"> <li>Evaluate the effectiveness of the mentorship and peer learning programs through regular feedback from participants.</li> <li>Track the utilization of the online repository and measure its impact on staff's ability to resolve digital challenges independently.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>At least 70% of IT and digital support staff participate in the mentorship program within the first year.</li> <li>Positive feedback from over 85% of program participants on the value and effectiveness of the learning experience.</li> </ul>			
92	Develop and manage support teams to provide a range of digital support across the organisation (eg IT, learning technology, information and research technologies, data and analytics) <b>Staff support, Student support IT</b>	Emerging to established  Not started/planned	<p><b>Task 1: Establishment of Specialized Support Teams</b>  <b>Objective: Create specialized support teams dedicated to different aspects of digital support, including IT services, learning technologies, information and research technologies, and data analytics.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Identify and delineate the specific roles and responsibilities for each support team, ensuring a comprehensive coverage of CITI University's digital support needs.</li> <li>Recruit and allocate staff with expertise in respective areas to each team, considering both internal talent and new hires.</li> </ul>			Low



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<p>support, Digital champions, Digital learning champions, Learning technologists, Digital capability</p>			<ul style="list-style-type: none"> <li>Implement a structured onboarding and continuous professional development program for team members, focusing on the latest digital tools, cybersecurity measures, and innovative educational technologies.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>Conduct periodic assessments of team effectiveness and coverage of digital support needs across the university.</li> <li>Monitor response times, resolution rates, and satisfaction levels among staff and students to measure the impact of specialized support teams.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>Achieve a response time reduction of 25% for digital support requests within the first year.</li> <li>Attain at least 90% satisfaction rate in digital support services among university stakeholders.</li> </ul> <p><b>Task 2: Integration of ITIL Framework for IT Support Objective: Adopt the ITIL (Information Technology Infrastructure Library) framework to enhance IT support efficiency and effectiveness.</b></p> <p>Actions:</p> <ul style="list-style-type: none"> <li>Provide comprehensive training for the IT support team on ITIL best practices, focusing on service strategy, design, transition, operation, and continuous improvement.</li> </ul>			

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			<ul style="list-style-type: none"> <li>Implement ITIL processes for incident management, problem management, change management, and service level management within the IT support team's operations.</li> <li>Establish clear metrics and KPIs based on ITIL standards to evaluate the performance and improvement of IT support services.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>Regularly review ITIL process implementation and its alignment with CITI University's IT support needs.</li> <li>Analyze IT support metrics and KPIs for continuous improvement opportunities.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>Reduction in incident resolution times by 30% within the first year of ITIL implementation.</li> <li>Improvement in service availability and reliability by 20% as measured against established ITIL KPIs.</li> </ul> <p><b>Task 3: Digital Capability Building Initiatives</b>  <b>Objective: Enhance the digital capabilities of staff across the university, equipping them with the necessary skills and knowledge to effectively utilize digital technologies in their roles.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Launch a university-wide digital capability building initiative, offering workshops, seminars,</li> </ul>			

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			<p>and e-learning modules on various digital tools, educational technologies, and cybersecurity awareness.</p> <ul style="list-style-type: none"> <li>• Foster a culture of digital innovation and experimentation by setting up a digital sandbox environment where staff can explore and test new technologies.</li> <li>• Create a digital mentorship program, pairing digitally savvy staff with those seeking to improve their digital skills, fostering peer-to-peer learning and support.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>• Measure the participation and completion rates of digital capability building programs.</li> <li>• Collect feedback from participants to gauge the effectiveness of the training and identify areas for improvement.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>• Achieve a participation rate of at least 75% of the staff in digital capability building initiatives within the first year.</li> <li>• Record a 25% increase in the reported confidence level of staff in using advanced digital tools and technologies post-training.</li> </ul>			

# Estates management

Planning, development, administration and maintenance of physical estates that are financially and environmentally sustainable, with buildings that are fit for purpose. Ensuring that physical and virtual infrastructure integrate efficiently and effectively to deliver strategic objectives.

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<p>93</p> <p>Strategic approach to integrating virtual and physical infrastructure. Involve diverse digital users in planning new builds and refurbishments.</p> <p>Develop and manage systems to support physical and remote access to, and effective use of, a range of multi-use physical spaces and equipment</p> <p>Ensure that estates strategies and</p>	<p>Emerging to established Not started/planned</p>		<p><b>Task 1: Inclusive Planning for Infrastructure Development</b>  <b>Objective: To involve a diverse range of digital users in the planning stages for new buildings and refurbishment projects, ensuring that the physical and virtual environments are seamlessly integrated and meet the broad needs of all university stakeholders.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Establish a multi-disciplinary committee including representatives from faculty, students, IT staff, facilities management, and external technology partners to guide infrastructure projects.</li> <li>Conduct surveys and focus groups to gather input from a wide range of users, including those with disabilities, to ensure inclusivity in design.</li> <li>Utilize virtual reality (VR) simulations and digital twin technologies to prototype and refine space designs collaboratively before physical construction or refurbishment begins.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>Engagement metrics (e.g., participation rates in surveys and focus groups).</li> </ul>			<p>Low</p>

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<p>plans incorporate the notion of intelligent environments where connected devices and sensors generate data on estates usage that can inform decision making.</p> <p><b>Learning spaces, Study spaces, Intelligent campus, Estates strategy, IT strategy, Digital strategy, Library and learning resources</b></p>			<ul style="list-style-type: none"> <li>User satisfaction surveys post-implementation.</li> <li>Comparative analysis of project outcomes versus initial user requirements.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>At least 80% stakeholder satisfaction with the planning and execution of infrastructure projects.</li> <li>Implementation of at least three major infrastructure projects that demonstrably integrate virtual and physical elements based on stakeholder feedback.</li> </ul> <p><b>Task 2: System Development for Enhanced Access and Utilization</b>  <b>Objective: Develop and manage adaptive systems that support both physical and remote access to multi-use spaces and technological equipment, facilitating effective utilization for learning, research, and collaboration.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Implement an integrated space and resource management system that allows for real-time booking, access, and feedback on multi-use spaces and equipment.</li> <li>Develop a mobile app and web platform that provide virtual tours, availability status, and reservation capabilities for all campus facilities.</li> <li>Introduce IoT (Internet of Things) solutions for real-time monitoring and management of space</li> </ul>			

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				<p>utilization, environmental conditions, and equipment status.</p> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>• System usage analytics and feedback.</li> <li>• Increase in utilization rates of multi-use spaces and equipment.</li> <li>• User satisfaction surveys focusing on accessibility and ease of use.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>• 25% increase in the booking and utilization of multi-use spaces and equipment within one year of system launch.</li> <li>• 90% user satisfaction rate with the new system's ease of use and functionality.</li> </ul> <p><b>Task 3: Intelligent Environment Integration</b>  <b>Objective: Embed the concept of intelligent environments within the university's estate strategy to enhance decision-making through data-driven insights on space usage and environmental conditions.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Deploy connected devices and sensors across campus to collect data on room occupancy, environmental conditions, and resource utilization.</li> <li>• Implement an analytics dashboard that aggregates data from these devices, providing</li> </ul>			

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				<p>insights into usage patterns, peak times, and areas for optimization.</p> <ul style="list-style-type: none"> <li>Use the gathered data to inform future estate planning, maintenance schedules, and sustainability initiatives, ensuring efficient resource use and enhanced user experiences.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>Analytics on occupancy and utilization patterns.</li> <li>Reduction in wasted resources (e.g., energy, space).</li> <li>Feedback from the university community on improvements and accessibility.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>10% reduction in energy usage and carbon footprint within two years due to optimized space utilization and environmental controls.</li> <li>Positive feedback from 75% of campus users on improvements in space availability and environmental conditions.</li> </ul>			
94	Demonstrate best practices and make a significant impact on environmental sustainability and net zero initiatives.	Emerging to established  Not started/planned		<p><b>Task: Implement a Campus-wide Green Initiative Program</b>  <b>Objective: To significantly enhance CITI University's commitment to environmental sustainability and work towards achieving net zero emissions through comprehensive, campus-wide green initiatives.</b></p> <p><b>Action Steps:</b></p>			

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<p><b>Environmental sustainability</b></p>			<ul style="list-style-type: none"> <li>• Establish a Sustainability Committee: Form a committee comprising representatives from all university sectors, including students, faculty, administration, and facilities management, to oversee and guide sustainability efforts.</li> <li>• Conduct an Environmental Impact Audit: Partner with external experts to assess current environmental impacts across campus operations, identifying key areas for improvement, such as energy usage, waste management, transportation, and building efficiency.</li> <li>• Develop and Launch a Green Campus Plan: Based on the audit findings, create a detailed action plan that includes: <ul style="list-style-type: none"> <li>• Implementing renewable energy sources for campus operations.</li> <li>• Implementing a comprehensive recycling and composting program.</li> <li>• Upgrading facilities with energy-efficient technologies and materials.</li> <li>• Encouraging green transportation options for students and staff, such as bike-sharing programs, incentives for electric vehicle usage, and improved public transport links.</li> </ul> </li> <li>• Enhancing green spaces on campus and promoting biodiversity.</li> </ul>			



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				<ul style="list-style-type: none"> <li>• Launching awareness campaigns and incorporating sustainability into curricula to foster a culture of environmental responsibility among students and staff.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>• Regular monitoring and reporting on key performance indicators (KPIs) such as reductions in carbon emissions, energy consumption, waste production, and improvements in recycling rates.</li> <li>• Surveys to gauge campus community engagement and satisfaction with sustainability initiatives.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>• Achieve a specified percentage reduction in carbon emissions and energy consumption within the first two years.</li> <li>• Increase recycling and composting rates by a specified percentage.</li> <li>• Attain a specific target for campus community participation in sustainability programs and initiatives.</li> </ul>			
95	Develop best practice in relation to energy efficiency.	Emerging to established  Not started/planned		<p><b>Action Task: Implement a Comprehensive Energy Efficiency Program</b>  <b>Objective: Enhance CITI University's energy efficiency across all campus operations, aiming to significantly reduce energy consumption and carbon footprint, aligning with global standards and practices for sustainability in higher education.</b></p>			Low

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Environmental sustainability				<p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Energy Audit and Benchmarking: Conduct a comprehensive energy audit to assess current energy consumption patterns across the campus. Utilize benchmarking against similar institutions and best practices in the sector to identify key areas for improvement.</li> <li>• Retrofitting and Upgrades: Based on the audit findings, initiate a campus-wide retrofitting program focusing on high-impact areas. This includes upgrading to LED lighting, installing energy-efficient HVAC systems, and implementing smart building technologies for real-time energy management.</li> <li>• Renewable Energy Integration: Explore and implement feasible renewable energy solutions, such as solar panels on campus buildings and wind turbines, where applicable. Assess the potential for a phased transition to a fully or partially renewable energy-powered campus.</li> </ul> <p><b>Evaluation Methods:</b></p> <ul style="list-style-type: none"> <li>• Monitor energy consumption pre and post-implementation of the program to measure reductions.</li> </ul>			

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			<ul style="list-style-type: none"> <li>Compare annual energy savings against the investment costs to evaluate the return on investment (ROI).</li> <li>Conduct surveys within the university community to assess awareness and engagement with energy conservation measures.</li> </ul> <p>KPIs:</p> <ul style="list-style-type: none"> <li>Achieve a 5% reduction in energy consumption within the first two years.</li> </ul>			
96	<p>Develop best practice in relation to green transportation.</p> <p><b>Environmental sustainability</b></p>	<p>Emerging to established</p> <p>Not started/planned</p>	<p><b>Action Task: Launch a Green Transportation Initiative</b></p> <p><b>Objective: To significantly reduce the carbon footprint associated with transportation to, from, and around the CITI University campus, aligning with global sustainability standards and contributing to the university's net-zero initiatives.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>Campus-Wide Sustainable Transportation Survey: Conduct a survey among students, faculty, and staff to understand current transportation habits, needs, and barriers to using greener transportation options. Use the insights gained to tailor the initiative to the CITI University community's specific requirements.</li> <li>Implementation of Green Transportation Solutions: Based on the survey results, implement a range of green transportation solutions. This could include:</li> </ul>			Low

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			<ul style="list-style-type: none"> <li>• Establishing bike-sharing and electric scooter programs to facilitate short-distance travel within and around the campus.</li> <li>• Partnering with local public transportation authorities to offer subsidized transit passes for students and staff.</li> <li>• Creating incentives for carpooling, such as preferred parking for carpool vehicles.</li> <li>• Installing electric vehicle (EV) charging stations on campus to encourage the use of electric cars.</li> <li>• Awareness and Engagement Campaign: Launch a comprehensive awareness campaign to promote the new green transportation options. This could involve informational workshops, a dedicated section on the university's website, and regular updates on social media channels. Encourage the university community to commit to sustainable transportation choices by highlighting the environmental and health benefits.</li> <li>• Evaluation Methods:</li> <li>• Monitor the adoption rates of each green transportation option and conduct follow-up surveys to assess satisfaction and areas for improvement.</li> <li>• Calculate the reduction in carbon emissions resulting from the initiative, comparing it to baseline data collected before implementation.</li> </ul>			

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97	Develop best practice in relation to waste reduction.  <b>Environmental sustainability</b>	Emerging to established  Not started/planned		<p><b>Action Task: Launch a Comprehensive Waste Reduction and Recycling Program</b>  <b>Objective: To significantly reduce waste generation on the CITI University campus and improve recycling rates, aligning with global sustainability standards and contributing to the university's environmental and net-zero initiatives.</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Campus-Wide Waste Audit: Conduct a detailed waste audit to understand the volume and types of waste generated across the campus. This will help identify major waste sources and opportunities for reduction and recycling.</li> <li>• Implementation of Segregated Waste Collection: Introduce segregated waste bins across the campus, clearly marked for different types of waste (e.g., organic, recyclables, non-recyclables). This step aims to facilitate effective waste sorting at the source, which is crucial for successful recycling.</li> <li>• Awareness and Engagement Campaign: Develop and launch an awareness campaign to educate the university community about the importance of waste reduction and proper recycling practices. This can include workshops, digital signage, and social media campaigns. Encourage participation through competitions and incentives for departments or student groups that achieve significant waste reduction outcomes.</li> </ul>			Low

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				<ul style="list-style-type: none"> <li>Partnerships for Waste Management: Establish partnerships with local waste management and recycling companies to ensure that waste collected on campus is processed efficiently and sustainably. Explore opportunities for composting organic waste on-site or in collaboration with community gardens.</li> <li>Evaluation Methods:</li> <li>Monitor changes in waste generation and recycling rates through regular audits.</li> <li>Assess the participation and engagement levels in waste reduction initiatives among students, faculty, and staff.</li> </ul>			
98	Develop best practice in relation to green spaces.  <b>Environmental sustainability</b>	Emerging to established  Not started/planned		<b>Action Task: Create a Sustainable Campus Green Space Initiative</b> <b>Objective: Enhance the biodiversity, aesthetic, and environmental quality of CITI University’s campus through the development and maintenance of green spaces that serve as areas for relaxation, socialization, and learning.</b>  <b>Action Steps:</b> <ul style="list-style-type: none"> <li>Campus Green Space Audit and Planning: Conduct an audit of existing green spaces on campus to identify opportunities for new green areas, including rooftop gardens, vertical gardens, and the integration of green spaces into new and existing structures. Develop a strategic plan for</li> </ul>			Low

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				<p>increasing green space square footage per capita on campus.</p> <ul style="list-style-type: none"> <li>• Implementation of Green Space Projects: Based on the audit, implement projects that could include planting native species gardens, creating outdoor classrooms, and developing community gardens that encourage participation from students, faculty, and the local community.</li> <li>• Sustainability and Maintenance Plan: Develop a sustainable maintenance plan that includes eco-friendly practices such as composting, natural pest control, and rainwater harvesting for irrigation. Engage the university community in the maintenance and enhancement of these green spaces through volunteer programs.</li> </ul> <p>Evaluation Methods:</p> <ul style="list-style-type: none"> <li>• Measure the increase in green space square footage on campus.</li> <li>• Survey the university community to assess the impact of green spaces on well-being and satisfaction.</li> <li>• Monitor biodiversity indicators and environmental benefits achieved through these initiatives.</li> </ul>			

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99	Community partnerships and initiatives in environmental sustainability.  Environmental sustainability, partnerships	Emerging to established Not started/planned		<ul style="list-style-type: none"> <li>Participants and community members to assess the impact of these initiatives on environmental awareness and community engagement.</li> <li>Evaluate the environmental outcomes of the projects, such as the amount of waste reduced, green spaces created, or carbon footprint mitigated.</li> </ul> KPIs: <ul style="list-style-type: none"> <li>Establishment of at least three significant community partnerships within the first year.</li> <li>Successful launch and completion of at least two major collaborative sustainability projects within two years.</li> <li>Demonstrable positive feedback from at least 80% of surveyed participants regarding the impact and effectiveness of the partnership program.</li> </ul>			Low