The Digital Transformation of Higher Education (Dx)
Digital Transformation in Higher Education

The process of optimizing and transforming the institution’s operations, strategic directions, and value proposition through deep and coordinated shifts in culture, workforce, and technology.

Adapted from *Getting Ready for Digital Transformation: Change Your Culture, Workforce, and Technology*
The IT Leader’s Role

“IT leaders can play a critical role by

1) helping their institutions understand the urgency and potential of Digital Transformation (Dx), and

2) designing the architecture and infrastructure that will enable it.”

Report from the 2018 EDUCAUSE Task Force on Digital Transformation
Digital Transformation in Context: The 3 Ds

Digitization
The process of changing from analog to digital form

Examples: paper records and texts, in person lectures, ID cards, etc.

Digitalization
The process of using digital technologies and information to transform individual institutional operations

Examples: admissions, course registration, research administration, payroll, procurement, etc.

Digital Transformation
The process of optimizing and transforming the institution’s operations, strategic directions, and value proposition through deep and coordinated shifts in culture, workforce, and technology

Examples: new institutional strategic direction leading to data driven culture, new workforce roles, and more agile technology
The Dx Journey: Are you working toward transformation related to...

- One of your institution’s major challenges, such as student success, financial health, reputation and relevant, or external competition
- Institutional value proposition
- Change in business model
- Institutional or departmental strategic direction

Excerpted from Digital Transformation Signals: Is Your Institution on the Journey?
The Dx Journey: Will the anticipated outcome…

- Be substantial
- Have a profound impact
- Result in tangible and fundamental change

Excerpted from Digital Transformation Signals: Is Your Institution on the Journey?
The Dx Journey: Are you working toward deep and coordinated change?

Is there evidence of...

- Visible support from senior leadership such as presidents, provosts, and boards
- Broad C-suite involvement in planning and coordination
- Explicit Dx plan or roadmap
- Dedicated leadership for Dx
- Funding viewed as an investment toward a strategic outcome

Excerpted from Digital Transformation Signals: Is Your Institution on the Journey?
The Dx Journey: Is there evidence of these shifts in culture?

- Focus on institutional goals
- Focus on institutional differentiation
- Strategic innovation aimed at key institutional ambitions
- Focus on student and faculty success
- Leaders willing to consider new strategic directions
- Reliance on data and analytics to adjust institutional course
- Institutional flexibility and agility

- Shift from risk aversion to risk management
- Explicit change management
- Unprecedented cross-organizational alignment and collaboration
- Culture of trust
- Innovative procurement practices
- Focus on diversity, equity, and inclusion
- IT charged with identifying new digital strategies
- Effective governance

Excerpted from Digital Transformation Signals: Is Your Institution on the Journey?
The Dx Journey: Is there evidence of these shifts in workforce?

-New jobs and roles, e.g., chief data officer, chief innovation officer, vendor management, business relationship management
-Familiarity with the “business” of higher education
-Increasing importance of architecture
-Expanding IT liaison roles that align with institutional strategy

-Roles that cross departmental boundaries
-Role agility involving new and shifting competencies across many roles
-Increasing importance of skills such as teamwork, collaboration, and communication
-Flexible schedules and work locations
-Focus on diversity, equity, and inclusion
-Institutional focus on career growth and development
The Dx Journey: Is there evidence of these shifts in technology?

- Intentional strategy for sourcing technology-related services (e.g., cloud, on premises, shared services, consortial arrangements)
- Technology and enterprise architecture with agility and flexibility as key priorities
- Focus on business outcomes
- Close relationship between technology planning and institutional goals
- Cybersecurity sophistication

- Explorations with emerging technologies in service to institutional priorities
- Defined data and analytics strategy, including considerations for data privacy and ethics
- Support for diversity, equity, and inclusion in the development, selection, and deployment of new technologies
- Advances in research computing capabilities

Excerpted from Digital Transformation Signals: Is Your Institution on the Journey?
For more Information

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