DIGITAL
WITH
PLYMOUTH
UNIVERSITY

DIGITAL
STRATEGY

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Vision

Our vision is to ensure our world-class teaching, learning and research continues to thrive in an increasingly digital world by rapidly adapting to digital trends and exploiting digital opportunities in everything we do.

Aim

The Digital Strategy aims to inform the University 2020 Strategy and other cross-cutting strategies by answering the question, 'How will our organisation thrive in an increasingly digital world?'

The Digital Strategy is outward looking yet internally cross-cutting; 'digital' needs to be considered by everyone, in all that we do.

Context

We are immersed in a rapidly evolving digital age. Many of our staff and students intuitively and purposefully engage with digital technology in all aspects of their lives and expect these digital norms to pervade their University experience. Historical boundaries such as geography and access times erode in the digital paradigm.

In order to thrive in an increasingly digital world, it is essential that we become an 'edgeless' digital university with a reputation and presence that extends beyond our physical campus.

In order to achieve this, we will need to develop a culture of digital evolution and innovation, underpinned by appropriate levels of digital literacy and effective digital solutions.

Goals

We have identified five goals to inform Plymouth University Strategy 2020, and to drive the exploitation of appropriate digital opportunities in everything that we do.

Goal 1: Enable Digital Skills

We will enable students and staff to thrive in digital society by ensuring they are digitally fluent and competent. To achieve this we will:

- perform the difficult yet necessary cultural shift in digital proficiency required to keep pace with frequently changing digital trends, and capitalise on opportunities;

- equip people with the skills to leverage digital information and technology, and the ability to act ethically, responsibly and securely in a fast-moving digital environment;

- develop digitally literate people who are able to appropriately choose, use and personalise technologies and digital content to suit their own needs;

- equip people with the digital skills and confidence to overcome barriers to participation and inclusion;

- develop the digital literacy skills and confidence to embed digital solutions in learning approaches, and communicate effectively to support curriculum delivery;

- develop the digital literacy skills and confidence to enable the development and delivery of efficient services, effective communications, and promotion of the reputation of the University through digital mediums.

Goal 2: Continually Evolve Our Digital Capabilities

We will develop a culture where people are empowered and enabled to continually evolve and revolutionise our digital environment. As part of this, we will embed a 'digital first' approach to teaching, learning, research, University processes, and Enterprise activities. To achieve this we will:

- embed the use of digital technologies and resources in our curriculum design, development and delivery, ensuring that all subjects are supported with suitable and effective accompanying information technology tools, digital media and virtual environments;

- maintain a student and staff experience which is pervaded by digital norms;

- ensure digital and non-digital aspects of teaching, learning, research and business processes are complementary and aligned;

- develop a culture of sharing and adopting good digital practice across the organisation.

Goal 3: Embed Effective Digital Solutions

We will embed digital technologies and solutions which are pervasive, sustainable, edgeless and intuitive to use. To achieve this we will:

- move to any-time, any-place, device independent service delivery through the use and development of appropriate digital solutions which utilise web based application delivery as a preference;

- introduce a flexible and scalable 'Digital Learning Environment' which provides an enhanced learning experience via digital solutions and learning spaces, both physical and virtual, to support mobile, local and global real-time teaching and learning;

- ensure our information systems infrastructure is capable of delivering a powerful and pervasive digital experience across our campus and beyond;

- ensure University processes are underpinned by integrated, accurate corporate information systems, and engineered to provide efficient and effective services to our students and other stakeholders;

- contribute to the sustainability of the University by ensuring we invest in future-proofed, energy and space efficient systems, and technologies which act as an enabler for our sustainability ambitions.

Goal 4: Stimulate Digital Innovation

We will encourage and facilitate digital innovation and research to realise benefits including sustainable revenue streams. To achieve this we will:

- use digital solutions to support and enable innovative approaches to research, teaching and Enterprise activities;

- stimulate and recognise successful entrepreneurialism within our organisation, and innovations which take advantage of the digital paradigm in order to generate income or other benefits;

- commercialise and promote our digital assets and expertise;

- encourage the investigation, evaluation, adoption and development of new teaching and learning technologies.

Goal 5: Cultivate Our Digital Presence

We will maintain a consistent, seamless, sustainable, highly visible, active and effective digital personification of the University. To achieve this we will:

- invest in and exploit a sector-leading digital presence, externally and internally, that truly reflects our University, grows our reputation, and encourages prospective students, researchers, business and other stakeholders to engage with us;

- use our online presence as a platform for the development of new business opportunities in delivery, support, satellite and blended learning, using our technology to offer more flexible provision and open alternative routes to higher education and learning;

- encourage our staff to use technology as a means of fostering and maintaining partnerships, to connect us with people in the UK and further afield.

Measures of Success

Goal	Title	Measure
1	Enable Digital Skills	Adopt criteria which define and allow continual measurement of digital fluency, competence and self-efficacy for our staff and students.
2	Continually Evolve Our Digital Capabilities	Define and adopt a rating system to measure the digital efficacy of our teaching, learning, research, processes, and all that we do.
3	Embed Effective Digital Solutions	Specific measures built into individual projects.
4	Stimulate Digital Innovation	Number of active, beneficial and sustainable revenue streams generated through digital innovation. Number of collapsed, non-beneficial and/or unsustainable revenue streams generated through digital innovation. Number of hits on research profiles. DLE Learner Analytics.
5	Cultivate Our Digital Presence	Number of active online profiles being maintained which are consistent, seamless, sustainable and highly visible.

Translating the strategy through the University

Our strategy is translated and delivered from high-level ambitions to local level actions throughout the University and with our partners. It is a process that connects strategy to people, offering sufficient freedom and flexibility to capture creativity and sustain enterprising behaviours.

Guided by our values and leadership principles, Plymouth University's Strategy 2020 will help deliver strong performance and sustainable outcomes that result in reputational gain as we deliver on our mission of 'Advancing knowledge and transforming lives through education and research'.
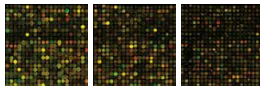
| **Strategy 2020** | → | Supporting Strategies | → | Key Performance Indicators | → | Action and forecasts | → | Individual goals |

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& LEARNING
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TEACHING, LEARNING AND STUDENT EXPERIENCE
STRATEGY

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RAISING
ASPIRATIONS
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RAISING ASPIRATIONS AND DRIVING ENGAGEMENT
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