



# Digital Strategy 2021-2025

*Marjon Digital*

PLYMOUTH MARJON UNIVERSITY

## Vision

*To deliver an inclusive, integrated and human-centred secure digital environment which enables the Marjon community to thrive with digital confidence and efficiency.*

## Context

Digital transformation will optimise and transform our institutional operations and value proposition through shifts in our use of technology, our culture, and our approach to working across the digital spectrum. This strategy seeks to initiate and drive a process of digital transformation across Marjon which will support student success through personalisation and choice, help our Marjon community to be confident and independent users of technology, and to facilitate efficient and effective working practices.

A strategic approach to our digital provision and to digital transformation across the Marjon community is essential. Our students and academic staff, our support and administrative functions must have the digital tools and skills required as we move towards embedding new ways of learning and teaching, and as our staff continue to embrace opportunities to work flexibly and remotely. As we grow our collaborative provision with local, regional and international partners, the broader Marjon community will also benefit from our strategic digital vision.

This strategy forms *Phase One* in the journey, enabling flexible and progressive focusing of developments and target operating procedures towards the vision.

Our human-centred vision can be viewed through three lenses:

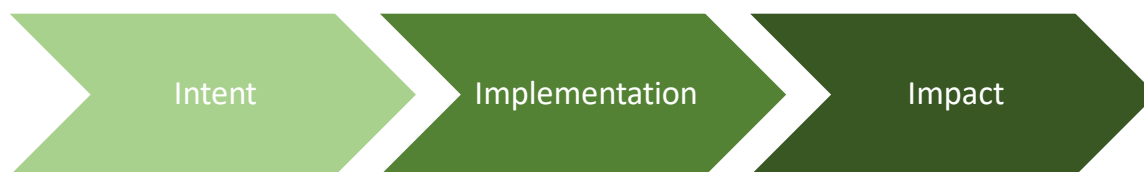
- (a) **an outstanding student digital experience**, that offers personalisation and choice;
- (b) **an enabling digital environment** focused on enriching the Marjon community;
- (c) **a values-based *Digital First* university** that supports collaboration, enables balanced and positive working practices, and positions Marjon to meet current and future challenges.

These three lenses are brought into focus through our underlying philosophical values:

- Digital will enhance our sense of community, and not detract from it;
- Digital will enrich individual choice and independence;
- Digital will be inclusive;
- Digital architecture will be future-facing;
- Digital will support us in becoming data strategic;
- Digital mobility will be enhanced;
- Digital will be transformative – through building skills and confidence, both individuals and the Marjon community will gain an affinity with the digital future.

Reference to “systems” to include, core management information systems, IT packages, applications, apps, office 365 tools, social media platforms and websites/intranets

There are key principles and expectations underpinning the strategy [**Intent**]. These intentions then need to be actioned [**Implementation**] and their effectiveness evaluated [**Impact**].



## 1. INTENT

### a. To deliver an outstanding student digital experience at Marjon

a.1	Align technology infrastructure and resources with our digital pedagogy to ensure inclusivity and access, and to drive student success.
a.2	Develop, integrate and support technology and solutions which facilitate flexible, (connected and located) learning and pedagogies.
a.3	Facilitate the provision of IT and broader digital skills to promote digital confidence, to enhance employability and drive engagement in lifelong learning.
a.4	Support research and knowledge exchange activities and requirements.
a.5	Deliver appropriate flexibility and choice in our safe and secure digital infrastructure and resources provision.
a.6	Ensure our digital systems and processes are future-prepared, capable of integrating digital pedagogy effectively within all Marjon programmes.
a.7	Support the development of our online, digital and distance learning provision to provide maximum flexibility and choice.
a.8	Ensure our digital architecture supports and enriches the holistic student journey

### b. To enable the Marjon community to thrive

b.1	Provide appropriate hardware, software, technical training and support which facilitate academic and support staff to be safe and secure, effective, confident, independent users of technology and data.
b.2	Promote and develop digital pedagogical theory, and work with academic colleagues to enhance practice.
b.3	Support the integration of digital pedagogy and flexible learning opportunities across programmes and modules where appropriate.
b.4	Embed the use of technology within our working practices in the pursuit of efficiency, effectiveness and sustainability, supporting balanced, hybrid models of working.
b.5	Provide opportunities for CPD and upskilling for all staff to improve digital skills and confidence.
b.6	Ensure our systems are integrated and aligned where possible, to facilitate safe data exchange, enhance communication and improve information flows.

b.7	Ensure our project management and procurement processes for digital services and infrastructure consider the requirements of all users and deliver strong value.
b.8	Ensure our digital architecture supports and informs the whole Marjon Community regardless of their location.

**c. To be a values-based Digital First, data-strategic organisation**

c.1	Develop a flexible, accessible, cloud-based approach to our IT provision which positions Marjon to meet current and future challenges.
c.2	Develop our digital architecture to promote balanced, positive and flexible working practices.
c.3	Adopt digital tools which facilitate our culture of collaborative working across the Marjon community.
c.4	Ensure that we take a sustainable approach to our digital provision, which works alongside other departments to deliver a sustainable campus.
c.5	Develop an approach to secure data acquisition, management and dissemination which delivers strong value.
c.6	Provide timely and accurate data to provide business intelligence and enable our people to make evidence-informed decisions.
c.7	Use data effectively to deliver a personalised student experience aligned with the Marjon values.
c.8	Enhance strategic governance of digital developments in order to optimise effectiveness, to monitor impact and to support innovation.

## 2. IMPLEMENTATION

Pivotal to implementation is the appreciation and integration of all University strategies, plans and processes. Specific strategies and policies include:

- Marjon Growth Plan
- The Learning & Teaching Strategy
- The Employability Strategy
- The People Strategy
- University Campus Plan
- Access and Participation Plan
- Research and Knowledge Exchange Strategy (Building Knowledge Together)

To achieve the intent underpinning the Digital Strategy there are a number of expectations and requirements for implementation. These requirements are embedded within three workstreams which will form the structural focus of the implementation process:

- (1) *Digital Pedagogy*: enriched and innovate pedagogical approaches
- (2) *Digital Architecture*: environments and infrastructure that are user-focused and enable the Marjon Community to thrive

- (3) *Digital Culture*: gaining an affinity for the digital future that transitions from training and technical skills to innovation and transformational practice.

Specific implementation expectations include:

Expectation/Requirement	
2.1	Ensure targeted and timely investment in our digital services and architecture with a safe and secure strong end-user focus.
2.2	Create and maintain a resource and infrastructure plan describing our roadmap for investment in our digital services and infrastructure.
2.3	Optimise the integration of our digital systems.
2.4	Ensure regular and robust monitoring, evaluation and governance of our digital architecture in order to assess its effectiveness from all users' perspectives to also include cyber security.
2.5	Create effective and flexible informal learning spaces to support our connected learning provision.
2.6	Develop effective digital solutions for hybrid working practices that support individual and collective health and wellbeing.
2.7	Deliver proactive, timely and high-quality IT and digital support for the Marjon community on a sustainable basis.
2.8	Develop and implement the Framework of Digital Competence and link to our 'People' processes.
2.9	Ensure all learning spaces have effective and consistent hardware and software to support flexible, digital pedagogical approaches and our Hybrid Model of Learning and Teaching
2.10	Acquire and manage data to maximise efficiency and value, thus ensuring appropriate sharing and access to data for evidence-informed decision making.
2.11	Enrich the range of digital pedagogies, aligned with our Hybrid Model of Learning, to optimise access and engagement with both located and connected learning opportunities.
2.12	Proactively and regularly assess digital workflow practices and systems to support individual wellbeing, and to manage workload of staff and students.

***As implementation will inevitably be iterative in nature and require responsiveness to context, there will be annual international priorities established aligned with the intentions and the broader implementation expectations.***

### 3. IMPACT

Whilst annual priorities will be established, there are broader key performance indicators that would demonstrate positive impact.

It is important to acknowledge that the intentions underpinning the strategy are challenging for everyone in the University community. As such, maintaining and improving some performance indicators may involve a transitional phase.

Performance Indicators	
3.1	Staff and student satisfaction with the digital architecture and resources available to them.
3.2	A digitally safe, secure, confident and upskilled University community.
3.3	Growth in the number of programmes that embed digital pedagogies and optimise student access and engagement with located and connected learning opportunities.
3.4	Integrated IT and digital systems, providing an effective and balanced learning and working environment, where collaboration is enriched.
3.5	Targeted digital pedagogy, hardware and software training and support for our staff and students.
3.6	Complete access to digital resources by the Marjon community to optimise hybrid working and enhance formal and informal learning opportunities.
3.7	Seamless multi-site access to our digital systems, facilitating a Bring Your Portable Device (BYPD) approach.
3.8	High levels of satisfaction with the collation, management and sharing of data to aid informed and timely decision making.
3.9	Articulated and progressive baseline digital architecture in all environments.
3.10	Enhanced engagement with the digital architecture throughout the Marjon Community.