**Outcomes for activity 2 – digital capability community launch event**

**Resources used / needed**

**Used:**

* Digital capability toolkit
* Viewpoints cards (based on DC model)
* Electronic training tools – linda.com / captivate
* Frameworks – for D & IL (OU). Learning design toolkits – Cloudworks. ‘Being digital’ OpenLearn, BOCs, MOOCs
* Practical, flexible VLE
* Disovery tool
* Role profiles
* Students and alumni
* Engaged acadmics – sharing good practice and students
* Students as partners @Imperial College / University of Sussex
* Lecture recording
* VLE – Turnitin
* E-portfolio
* Data
* ULCC Moodle / Turnitin / Grademark
* Key values / (digital) behaviours linked to professional development
* The ‘Cloud’
* Tools – 3 layers, supported, OK but we can advise on, aspirational (not supported)
* Google digital garage
* Social media
* OU Being Digital (44 themed OERs)
* HEA framework (prof recognition)
* Digital learning framework
* Digital tracker (student)
* Staff digital diagnostics
* Definition of digital values / behaviours
* Elearning and training teams
* Digital literacies team (lib) / IT trainers
* Extended classroom card set and branding
	+ Pedagogy
	+ Tools
	+ Drop in sessions
* Student data systems
	+ Link MIS, VLE, Office 365/google etc
* Menu of teaching approaches (for technology) – better, dynamic menu of teaching approaches

**Needed:**

* Toolkit for strategy development (practical implementation)
* Database of training opportunities
* Engaging the un-engaged
* Institution framework (benchmarking tools within institution)
* Menu of TEL opportunities for module teams
* E-portfolio softweard so students can evidence (Bham Uni)
* Enhanced connection between sector (HEA, Jisc, SEDA etc) bodies
* Collaboration w subject networks (if these exist)
* Digital assistants within toolkit
* Co-created resources – a national strategy
* Kit / support / training
* ‘Maturity model’
* Employer input – what do graduates need?
* Ask (lower?) for safe ?????? envisionment- honest about digital skills
* Recording studios
* Better infrastructure ‘always on’
* Support for content creation / instructional design
* Transparent processes to help staff trust the systems and initiatives
* Policy and strategy
	+ Model strategies / policies – broader range of sectors (not just HE)
* Job descriptions / personal specs from institutions / industry to provide inspiration for others
* When there are lots of resources you start to need a map!
* Student discovery tool diagnostic tool (3 ticks)
* Digital toolkit customisable by role (need/subject area), customisable to link to own support resources. Enhanced playlists.
	+ Student
	+ Staff
		- Academic - depts
		- Professional services
* Digital benchmarking – CPD supporting packages to upskill staff
* Evidence on establishing flexible governance mechs
* More staff (please)
* Learning analytics
* Online / digital assessment tools
* Guidance digital certificates on national/standard training (**standard PGCE elements)** – digitally enhanced t, l and a
* A better web presence - one stop shop – collaborative for all relevant teams
* Budget!!!

Mix

* 24/7 support – support staff: educational development - TEL
* Buy in from admin staff
	+ why? Are they bought in? Someone has to keep the wheels on the rug
	+ Pragmatic gains
	+ Aware of the cogs (tacit knowledge)
	+ Less churn
	+ Drove adoption of collaborative tools
	+ Robust admin processes
* Team based learning – special rooms
* IT / LT staff retention – outsourcing
* Any Jisc / other conceptual resources?

Opportunities / drivers

* Students as agents of change
* Student association framework (scorary????)
* Capital investment (industry specific)
* Top level buy in
* Massive, planned organisational change – get ‘digital’ in everywhere we can!
* Digital transformation
* Will to change – grassroots
* Society work / lifestyle balance
* Government / TEF
* Students@ numbers, retention, expectations (of e.g. online)
* Raised expectations because of student fees
* Admin processes not being agile enough to capitalise on staff desire to change
* DSA funding – record more lectures
* Student expectations – employability, engagement, value
* Roles changing
	+ eg lecturers skills developing into digital
	+ Not what you can do, what can you learn?
* Government / DfE – digital skills
* Grants funding / strategy
* Collaboration
* CoPs
* Personalised learning
* CPD / Accredited provision (SEDA, SLT and ELT, CMALT), open badges
* Equality act
* Mergers?????
* NSS survey action plans
* Local employers high tech industries
* New academic programmes – pedagogy advances such as:
	+ Such as flipped classrooms
	+ Microlectures
	+ MOOC
* UK PSF / HEA Fellowship/membership / PGCE
* TEF and REF
* BYOD – learn to learn
* Reasonably high level of student and staff digital capability
* £
* Space
* Globalisation / internationalisation / enabling distance learning
* Expectations of millennials
	+ Improving the student learning experience / journey
* Improving technologies
* Accessibility
* Enhancement agenda (vs QA)
* Employability
* Flexibility
* EFFICIENCY – time saver – evidence?
* An agenda or a genuine achievement / outcome?
* Commercial partnerships
* Serious desire by students for this to improve (double tick)
* Recognition that ‘it’ has been underfunded for many years – hopefully more resources as a result
* Why? Cyclical
	+ New institutional education strategy
	+ Slightly more commitment from senior staff (only slight!)
* FELTAG?
* TEF / REF
* Funding – reduced funding means classroom time too expensive. Paradigm shift
* Available technology
	+ Becoming ubiquitous
	+ More accessible (easier to get onto wifi)
	+ Inclusive
* Cloud computing game changing
* Big data
* Students
	+ Expectations
	+ Drivers / innovations (student union pushed lecture capture @cardiff and paperless office). What are students used to?
	+ Employability agenda
* Career progression / talent management – reward
* Student employability
* Support of Jisc / HEA
* Our enthusiasm / skills - personal / team reputations. Word of mouth
* Information security and data protection
* League table reputation
* Dispelling fear about technology
* What’s in it for me? UKPSF / HEA fellowship and HE equivalent
* GDPR / new legal requirements / compliance
* Organisational identity and reputation
* Digital competence framework (Wales (FE))
* Better job / promotion
* A decent institutional strategy
* Blurred lines between trad ‘office’ technology
* Peace of mind – job satisfaction
* Reflections on the role and design of VLE / MLE – opportunities when you do it.
* Community of Practice
* Ways of working: agile approach adopted by some

Challenges / barriers

* Resistance to sharing
* Keep up to date
* Data protection / codes of practice
* Anxiety / fear of future embarrassment
* Fear students know more than you about technology – misconceptions
* Use tech socially / personally – crossover with professional use
* Understanding digital presence / etiquette
* Room to take risks (variation between institutions?)
* IT infrastructure
* Accepting continuous change
* Culture
* Responsibility / ownership
* Staffing – recruitment freezes
* Priorities and competing agendas
* Understanding what it is / means
* Clear rationale / benefits
* Fitting with institutional drivers
* Linking to personal drivers (appraisal, rewards, recognition)
* Unions contesting – will it be used to punish staff?
* Seen as additional rather than contextual component
* Establishing minimal expectations
* Student expectations of staff as part of hteir experience
* HR frameworks which don’t include the DC framework
* Workloads (across all levels, professional, support, academics)
* Staff resistance / and or lack of understanding of the implications for not engaging
* Funding resources
* Establishing minimal expectations then pushing beyond?
* Time to produce quality content
* Ineffective curriculum design
* TV production skillsets needed
* Diversity
* Sub Fitting ??
* Solutions looking for problems
* Senior staff turnover leads to **churn**
	+ systems and processes
	+ tech
	+ New things – fear x suspicion
	+ Constant change and restructure
	+ Lack of ‘finish’ (or churn) to some projects which promotes lack of trust
	+ Conflicting priorities
* Anxiety and stress
* Risk aversion
* Uncertainty eg BREXIT, TEF, culture
* Short termism, eg build something regorganise something
* Communication – who are the right people at the right stage? Are they collaborating with each other?
* People at different stages – difficulty in coordinating initiatives
* Time – resourcing – money? Is it being spent on the right thing?
* Buy-in
	+ senior management (understanding and resource)
	+ general
* Old kit and outdated SW and PC replacement policies
* Institutional politics (ticked)
* No one likes change!!
* Time
* Integration (lack of!)
* No strategy
* Too many other pressures – workloading
* Feeling unsupported with new systems
* (un)stable systems
* Lack of sharing between departments – silos
* Range of skills – novice to expert (staff and students)
* Signposting
* Students lack of preparedness for using tech for learning
	+ used to traditional delivery and assessment models
* Organisational culture
* Size an scale of the university
* Pace of technology change
* Too much change too quickly without previous change embedded
* Staff who can’t progress beyond existing pay scale
* Confusion about what’s available
* Awareness of available teams/training
* IT strategy
* HR
* IT infrastructure
* Staff reluctance / reticence to take risks / try new approaches
	+ Too afraid of theh consequences of trying out new approaches
	+ Lack of buy-in/ understanding at senior level
* Ways of working: cultural challenges to practice
* I don’t do IT!!
* But we’ve always done it this way….
* Coherent approaches
* Mis-match between our aspirations for students and expectations of staff (with insufficient support/focus/direction/vision)
* Digital is not an add on – it needs to be embedded / integrated
* Lack of staff engagement in any cpd
* Managers not challenging those who don’t engage
* Delayed return on investment – cost vs benefit
* Managers not challenging those who don’t engage
* Staff build and own units – students study programmes – inconsistent experiences
* Budget!!
* Money ie getting investment