

Embracing organisational change in digital transformation

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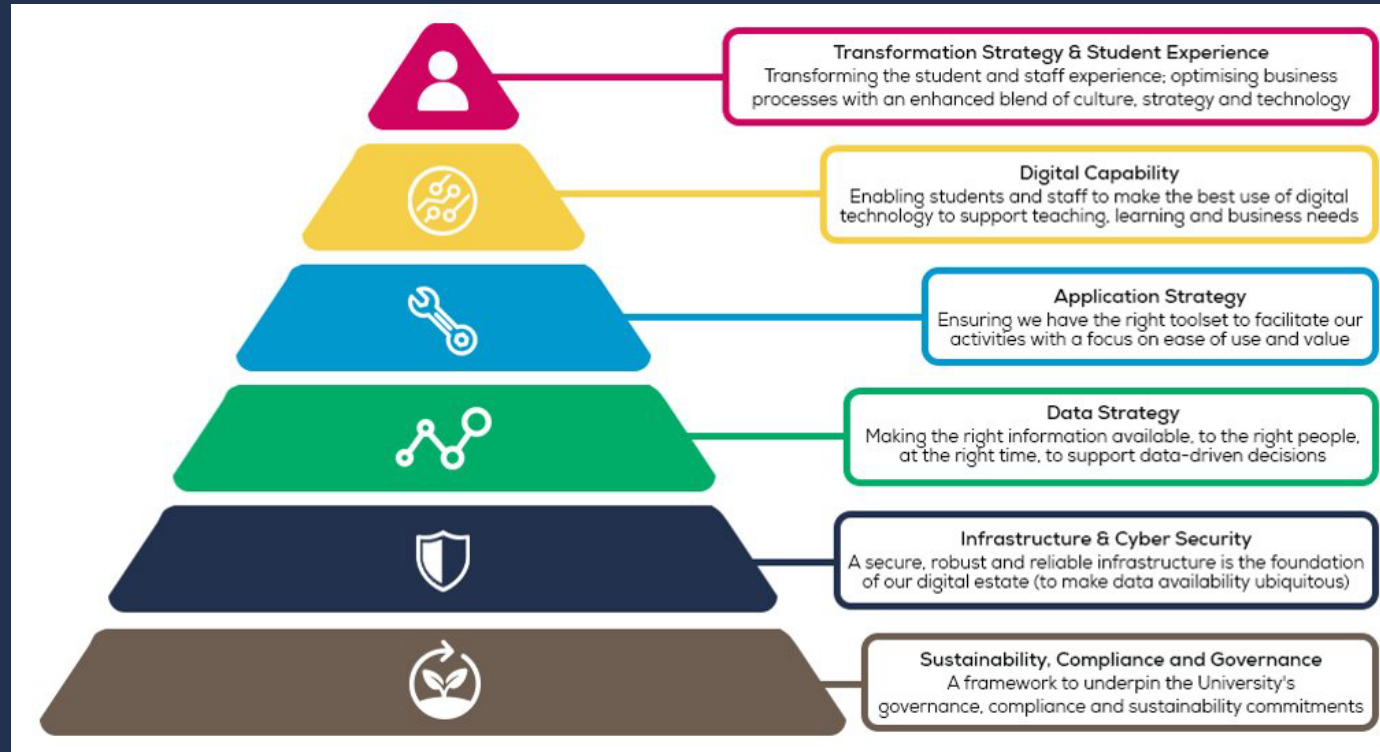


About Bath Spa University



Our digital transformation programme

Where did the migration to 365 fit in?



1. Our Programme is in its third year
2. Developed with help of JISC 2030 Strategy Framework
3. Multiple activities across each of the themes concurrently
4. 365 migration a major element of the Transformation Strategy & Student Experience theme

The Approach



Socialisation & buy in

- Digital Oversight Group
- Education Committee
- Senior Leadership Group

Planning and Approval

- Business Case & funding
- Engaged migration partner

Initial Comms

- From the VC
- University decision, not IT
- Consulted on when, not if
- Migration date changed based on feedback

Spring cleaning opportunity

- Student data lift and shift (minimal disruption)
- Staff data clear out (engagement needed)
- File shares migration

Organisational Change Management

Applying Lessons Learned

We adopted, adapted and expanded a successful approach from another major organisational change project



TEAMWORK



NEWSLETTERS



VIDEO GUIDES



NETWORKING
EVENTS



WEBINARS



SLIDE PACKS



UNI APP
& SOCIALS



DIGITAL
SIGNAGE



CALL LOGGING
ROUTE



Key technology engagement decisions

The Challenge

Prepare everyone ready for the migration as far and as early as possible to minimise disruption during cutover



Staff and students were encouraged to install MS authenticator early & register for MFA



FAQs, videos and other migration information was published on SharePoint several months ahead of the migration



Early migrators identified for access to Teams & collection of other use cases



We made extensive use of Adobe Creative Campus tools to create video guidance for our students and staff

The Migration

"This was a well-planned, **communicated** and executed migration for the entire Bath Spa Community. The project was developed in **full consultation** around the timings and approaches. The **information, advice and guidance** was exemplary along with the helpful count down and key steps to follow for staff. Migrating emails and existing content worked incredibly well and the additional capacity provided to focus on managing the **follow up support** for the inevitable challenges served the University very well" **Melissa Mulhall**,
Pro-Vice Chancellor, Academic Planning

Migration day: the last weekend in July / August

Support: all hands to the pump!



Post-migration communications

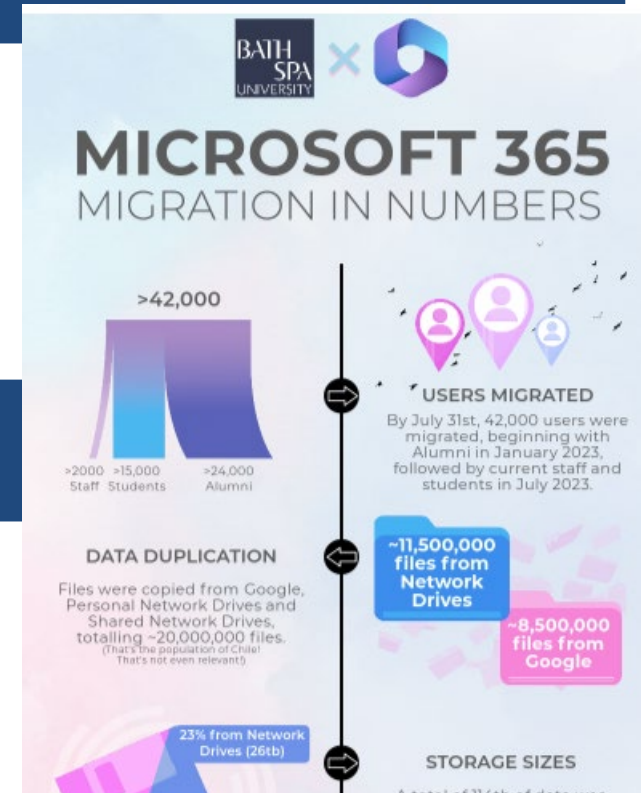
We've done it!

- Migration summary in numbers
- Successes and challenges, fixed and ongoing issues

Project Board Initial Lessons Learned Review

Any additional requirements:

- Additional support, webinars & drop ins
- Use case-based training sessions



What Went Well?

*".....the **consultation process** ... was critical to the successful implementation of 365. This proactive consultation led to the key decision, following feedback from Academic leaders, to adapt the timeline to take into account academic workload pinch points.*

*And also involved **proactively gathering feedback** post implementation to ensure any issues were dealt with promptly thereby avoiding disruption to business operations..."*

Jo Stocks, CFO

Approach and consultation

Senior Team buy in

Marketing as a University-led decision

Flexibility to reschedule based on feedback

Communications

Widely agreed that we couldn't have done more

Videos were a particular success

Support

Training opportunities

Additional resources

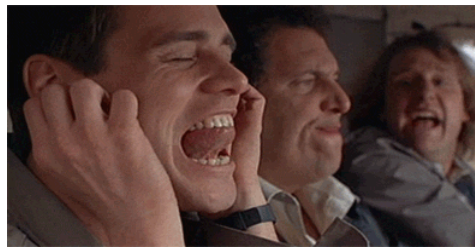
Technical planning and partnership

Excellent migration partnership

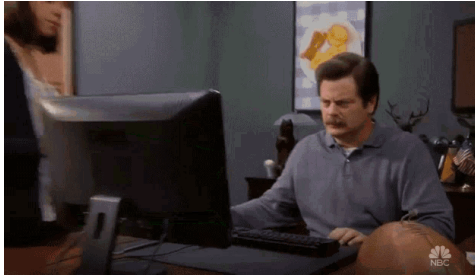
Understanding of business needs

What challenges did we face?

*"From the outset the University-wide '**Change Champions Network**' enabled potential issues to be raised, systems tested and information disseminated. The fact that the Students Union's Advice Service did not receive a single concern or complaint shows how little disruption to students was caused."*
Sarah Dawes, CEO, Students' Union



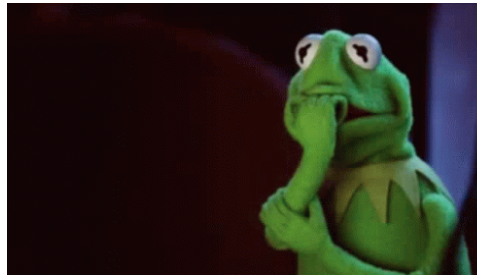
"What do you mean, there was a migration? Where's my stuff? Why wasn't I told?"



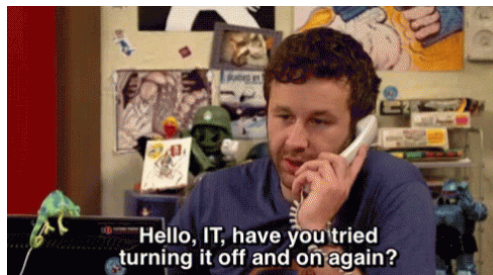
Login/MFA problems



Some accounts weren't migrated



Staff anxiety due to the change



Microsoft Basic support

In Conclusion

Critical Success Factors for the migration:



Final word from our Vice-Chancellor

"The implementation of MS365 at Bath Spa University was exemplary. Stakeholders were consulted and listened to, deadlines set and met, and ultimately a degree of cluster as the implementation happened was supported quickly and kindly by staff. Rachael and her team did a brilliant job, best in class."

Professor Sue Rigby, Vice-Chancellor

Thank You

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