

Digital Transformation – an 18 year infrastructure journey

Jodie Wetherall, Associate Director, Office of the CIO, University of Greenwich

Robin Ashford, Head of Business Analysis, University of Greenwich

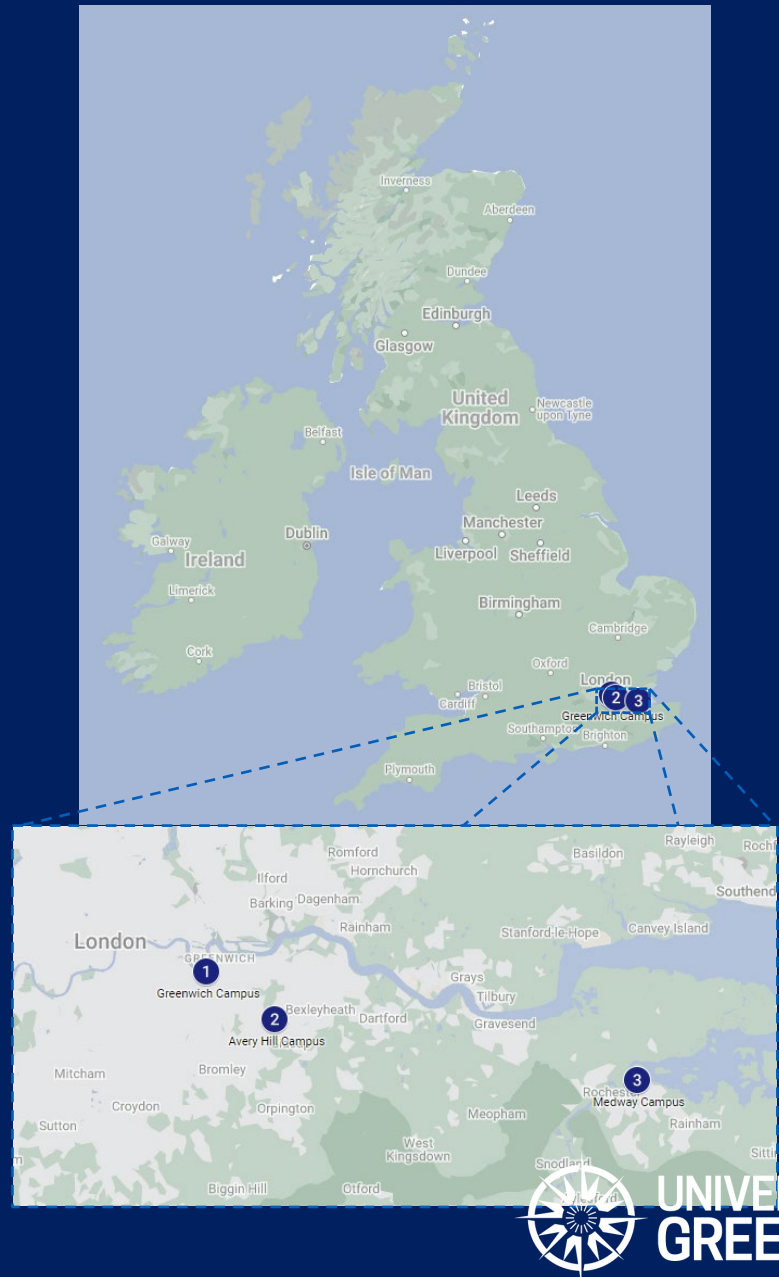
Agenda

- Introduction
- Digital Strategy
- Transformation
- Future

Introduction

University of Greenwich

- 20,000 + FTE campus students
- Campuses in the UK - Greenwich, Avery Hill and Medway
- Very wide portfolio of courses
- We have a large number of students from low income areas and are first generation into Higher Education
- 60% of our students are BAME
- 80% of our students 'Commute' to the university
- 14,000 + students studying overseas with our partners (TNE)
- Circa £270m turnover
- Circa 2,600 staff



Greenwich is a Hollywood film set

- Bridgerton (2020-2023)
- The Crown (2016-2023)
- Cruella (2021)
- Holmes and Watson (2018)
- A United Kingdom (2016)
- Bastille Day (2016)
- Now You See Me 2 (2015)
- Mortdecai (2015)
- Cinderella (2015)
- Victor Frankenstein (2015)
- The Man From U.N.C.L.E. (2014)
- Thor: The Dark World (2013)
- Muppets Most Wanted (2014)
- Les Misérables (2012)
- Skyfall (2012)
- The Dark Knight Rises (2012)
- The Iron Lady (2011)
- Sherlock Holmes (2011, 2009)
- Pirates of the Caribbean: On Stranger Tides (2011)
- The King's Speech (2010)
- Gulliver's Travels (2010)
- The Wolfman (2010)

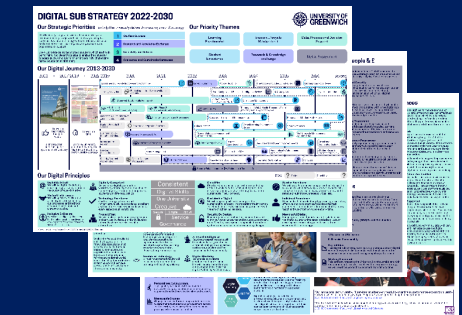
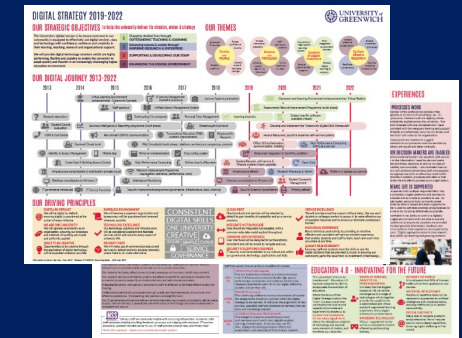


Digital Strategy

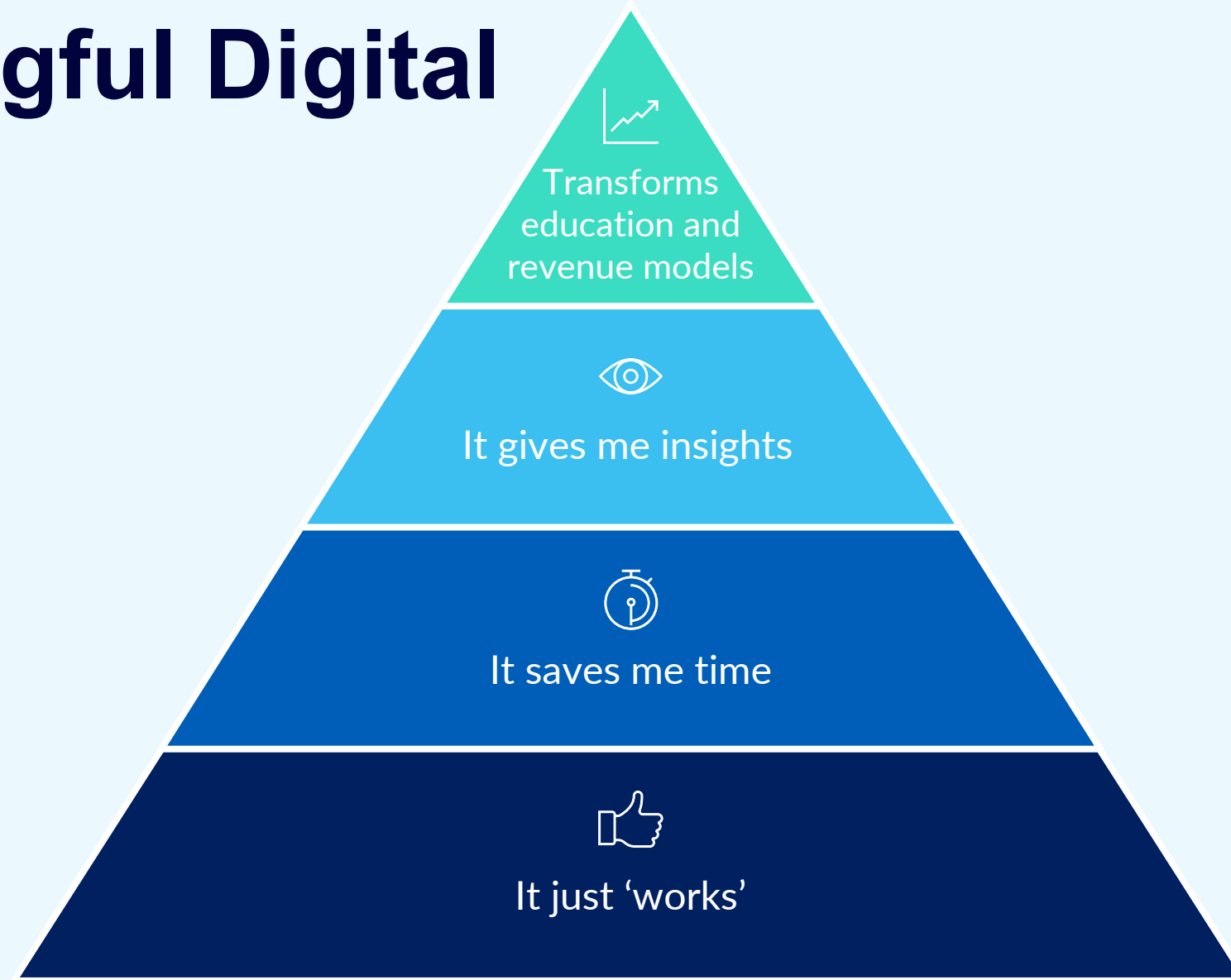
18-year journey

Digital Strategy Journey

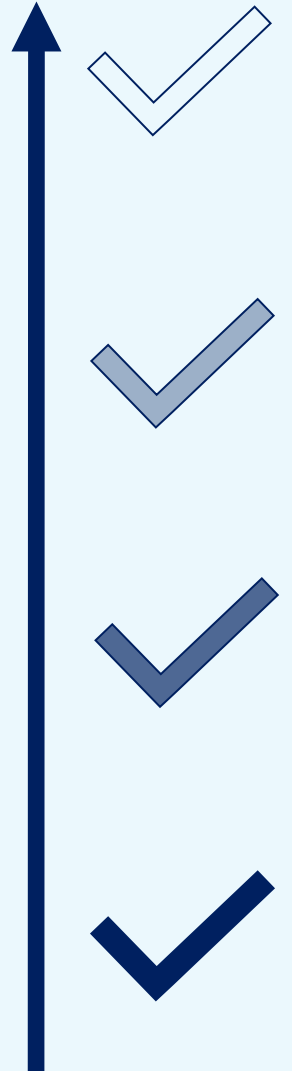
- IT Strategy – 2013-2018 (circa £2.5m pa strategic fund)
 - Governance & PMO
 - Foundations, architecture & infrastructure
 - Getting the basics right
 - IT Organisation optimisation
 - Confront technical debt
- Digital Strategy – 2019-2022 (circa £3m pa strategic fund)
 - People & process
 - Skills & capabilities
 - Experiences
- Digital Strategy 2 – 2022-2030 (£5-8m pa strategic fund)
 - Tightly coupled with strategic environment (6 strategies)
 - Capabilities & outcomes
 - Benefit & impact
 - Engagement & transformational change



Meaningful Digital



High value and differentiation



UNIVERSITY OF
GREENWICH

Digital Principles - drive everything

@ Digital By Default

 Inclusive by Design

 Space To Be Creative

 Paperless Environment

 Technology Excellence

 Product First

 We Are One University

 Cloud First

 Ecosystem Through Integration

 Security By Design

 Service Excellence

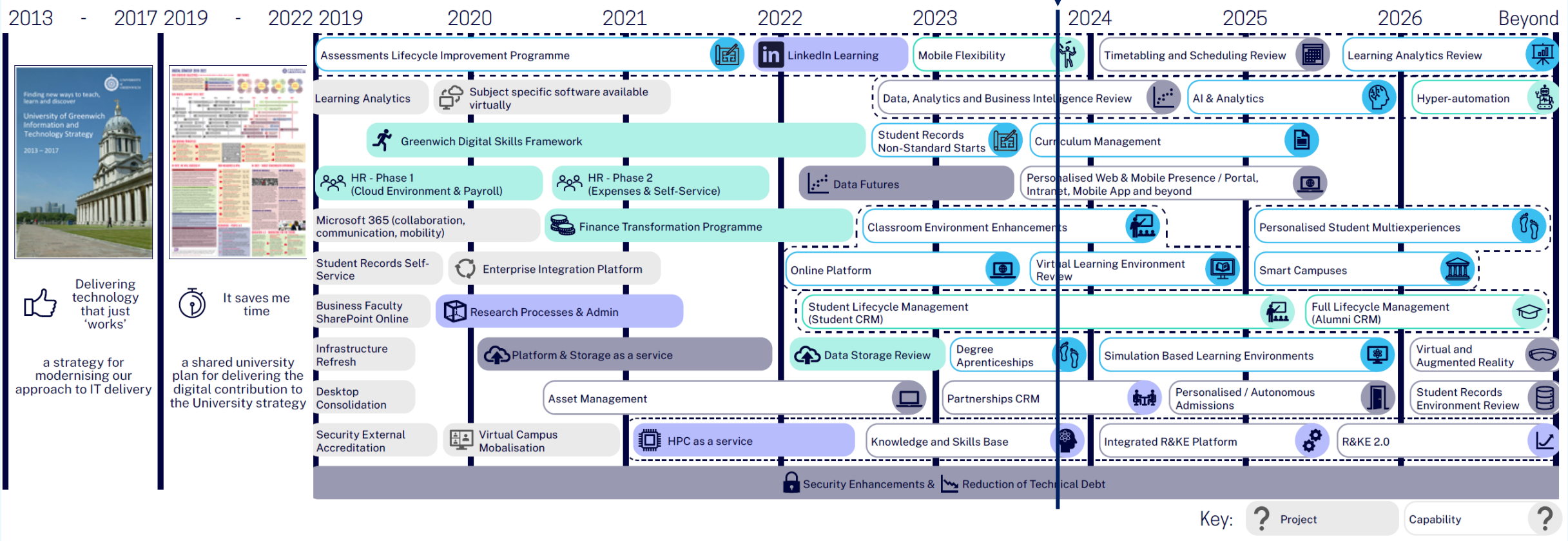
 Individual Experience

 Meaningful Digital

 Sustainability through Digital

From foundation to capability - 18-year journey

Our Digital Journey 2013-2030



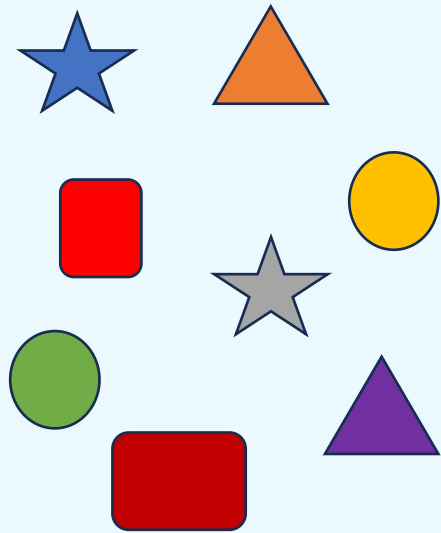
Attributes of our success

- Strategic alignment – Vice Chancellor (President) sponsorship
- CIO / IT Director close to the business, trusted and at the table
- Strong representative governance
- Long term view – it's not a quick fix
- Recurrent investment funds (revenue & capital) – long term visibility
- Maintain visibility and position by delivering.
- Transformation underpinned by solid foundations
- IT organisation - highly performing and fit for purpose
 - Clearly understood and shared vision
 - Right resources in the right place
 - Empowered teams
 - Strong Digital Programme Management Office (DPMO)
 - IT centralised

Transformation

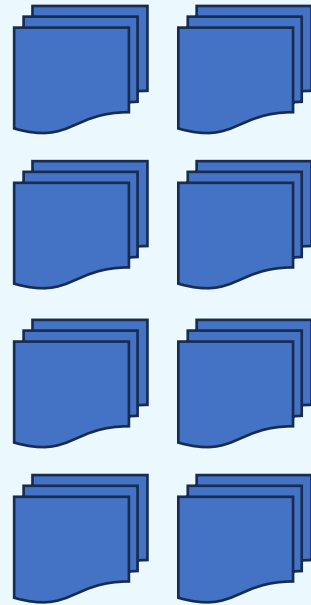
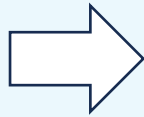
now ...

Digital Programme Management Office



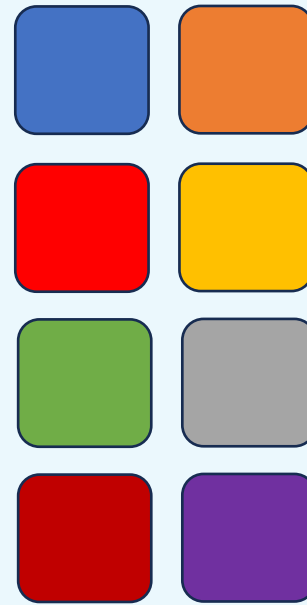
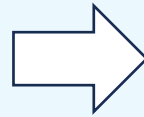
Pre 2013

IT “projects”, technology led
No formal methodology
Best endeavours



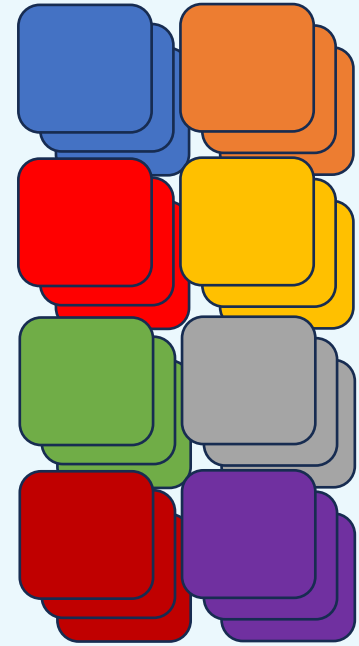
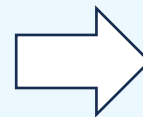
2013 to 2015

Introduction of Prince 2
Heavily paperwork driven
Too rigid, difficult to deliver



2015 to 2019

UoG PMF
Based on best practice
Simplified paperwork
More flexible, simpler to deliver

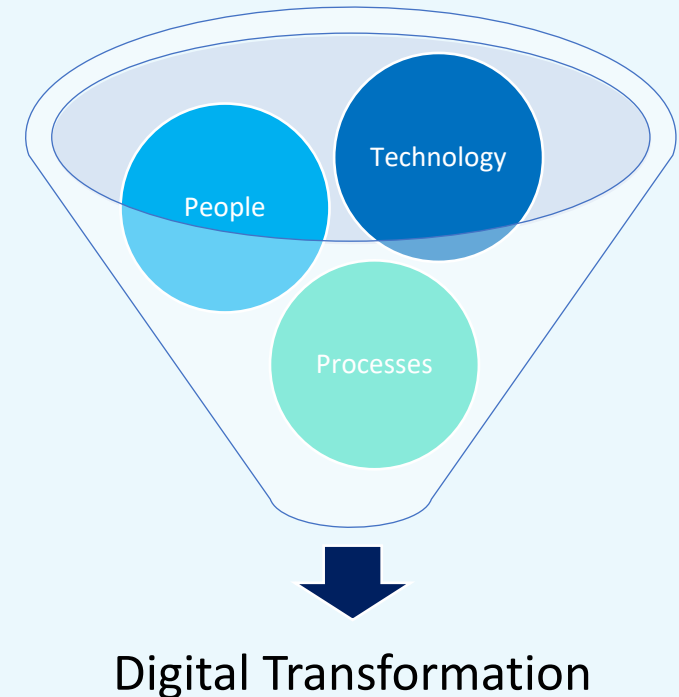


2019 to present

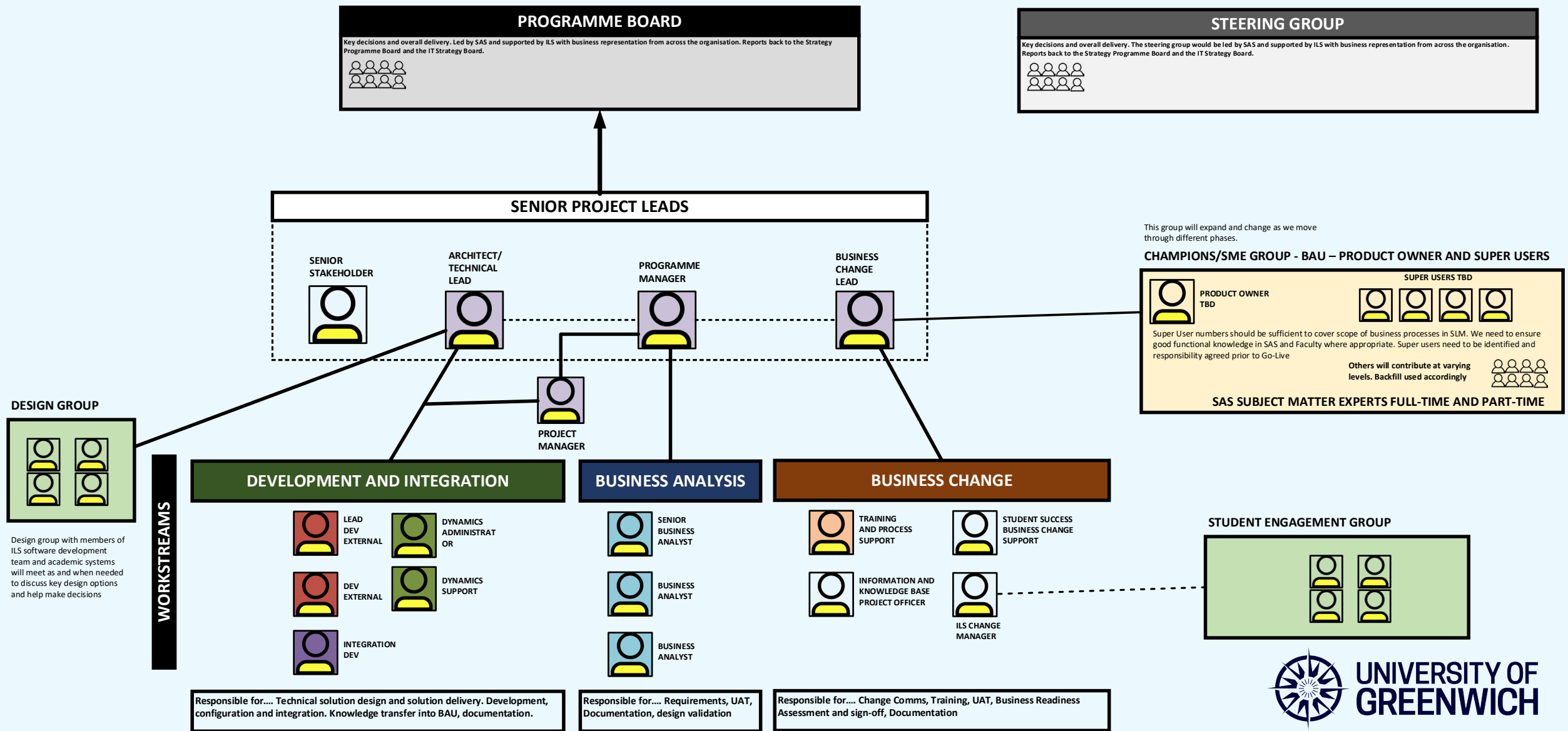
Largely transformational
People / Process / IT
Large budgets, large impact

Digital Transformation

- **People, process and technology**
- **For the larger transformation projects:**
 - **Discovery activity before project approval**
 - **Projects often multi-phased, multimillion £**
 - **60% business change & 40% technology**
 - **Business sponsorship is a must**
 - **Dedicated resource required from the business plus change management, training and engagement**



Large Projects, Large Teams



High Performance, High Technical Debt

Significant complexity

- 20 years+ of customisations
- Different systems serving different parts of our business
- Many complex integrations between systems

Drive to reduce technical debt





Digital Principles Reduce Technical Debt

Solution options

 **Product First**

 **Cloud First**

 **One University**

Requirements

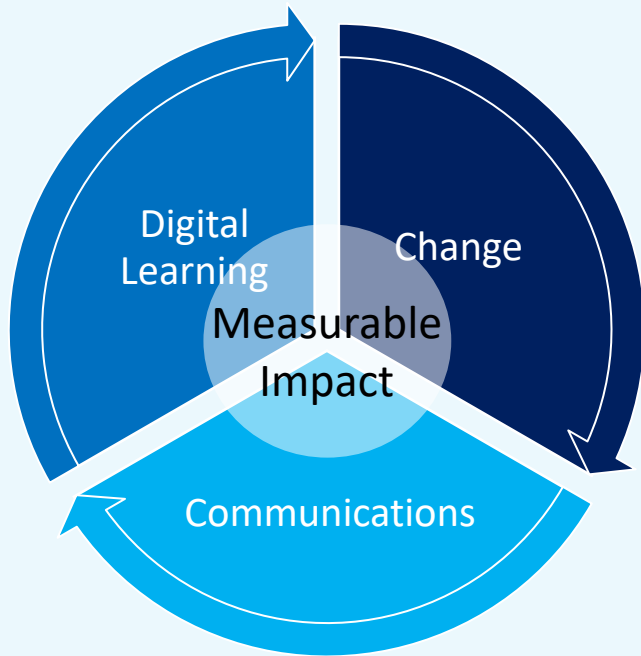
 **Sustainability**

 **Inclusive by Design**

 **Security by Design**

Digital Engagement

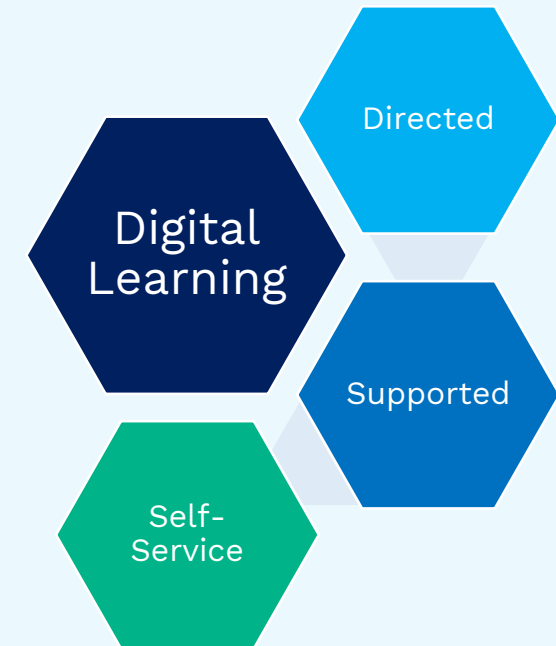
New to our strategy



Digital Change



Digital Learning





Digital Engagement Principles

-  **Culture of Digital Excellence**
-  **Digital Baseline**
-  **Confidence and Resilience over Tools**
-  **Encourage Innovation**
-  **Leadership Supported**
-  **Continuous Development**
-  **Sharing Practice**
-  **Community and Culture**
-  **Effective and Impactful**
-  **Coordinated Learning Technologist**
-  **Personalised Development**
-  **Measurable Change**

Future
by 2030...

Where we will be in 2030 and beyond

- Largely operating from the cloud with less focus on managing infrastructure and developing code
- More focus on student and staff experiences, levelling up, adding value
- Providing consistent and personalised experiences across platforms
- AI driven experiences, analytics, reporting, and insights
- Automation; remove manual processing, self-service
- Flexible; able to adapt and move at pace



Q&A