

Building on Success

Strategic Plan 2022 to 2027



A woman with reddish-brown hair, wearing a grey and black striped sweater and a pink lanyard, is smiling and looking towards the right. She is seated at a table with a laptop. In the foreground, a man's hands are visible typing on the laptop. The background shows other people seated at tables, some looking at laptops. The entire image has a semi-transparent purple overlay.

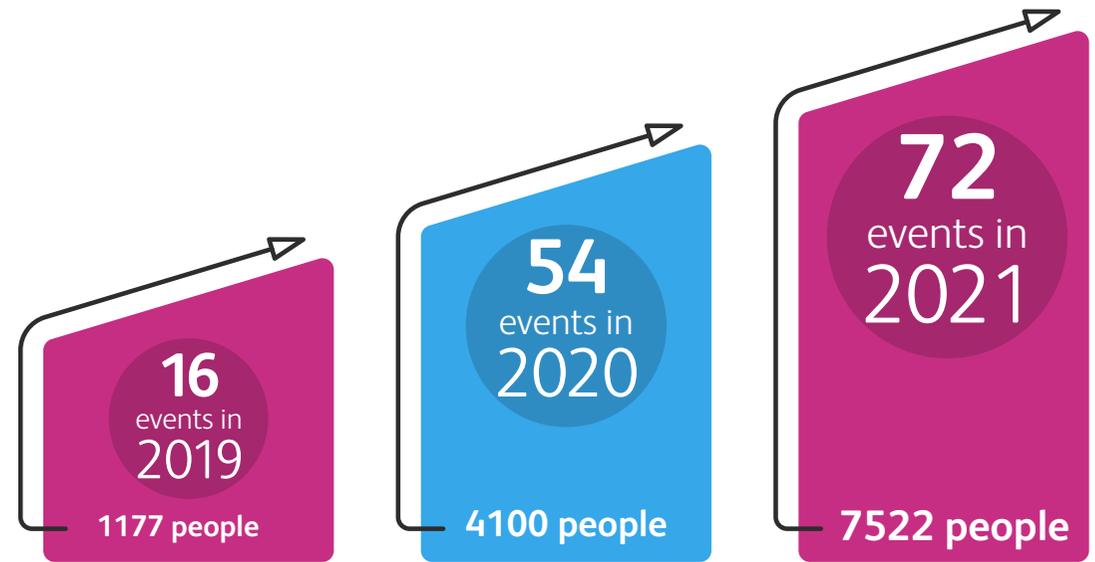
Who We Are

UCISA is the professional body for IT and digital practitioners in UK education, leading digital value in the sector.



Deborah Green,
CEO, UCISA

Building from a Position of Strength



UCISA EVENTS

Founded in 1992, UCISA is the member-led professional body for digital practitioners in education. Open and inclusive, we connect our communities of practice and key stakeholders, working together to share our collective technical knowledge and digital expertise to help transform teaching, learning and research by enabling operational efficiency and an excellent student experience. Our community collaborates, networks, and shares their inspirational thinking, practices, and

procedures so that we can all learn more, advance faster and be more effective. We also work closely with technology and digital service suppliers to the sector – helping them better understand the sector’s requirements so that they can deliver the solutions needed within member institutions.

Throughout the period covered by the last Strategy (2018 to 2022) – **“Connecting and Collaborating for Success”** and particularly during the Covid-19 pandemic in 2019/20, our members have demonstrated

their excellence in implementing digital transformation programmes, and in the application of information systems and services to support teaching, learning, research, and administration in education.

We have grown our membership and made it easier to engage with UCISA – our events programme alone has gone from engaging with 1,177 people through 16 events in 2019, to more than trebling the number of events to 54 in 2020, reaching over 4,100 delegates and with that positive trajectory continuing

in 2021 where we engaged with 7,522 people through 72 events.

Increasingly our collective expertise is sought out by Government departments, suppliers, stakeholder bodies and representative groups who recognise that our ability to work proactively, swiftly and efficiently makes us a powerful and effective partner - the expert voice in the use of digital technologies in education - able to provide significant sector insight and practical effective support.

Our contribution to papers has been valued and appreciated. Our knowledge has been shared for the following publications: UK HE Online International Study (UUK); Guidance/briefing for ICO to improve understanding on information and data sharing specifically in relation to responding to student and staff complaints (UUK); Costs and Efficiencies (UUK); Learning and Teaching Reimagined (Jisc); Cyber Security (Jisc); Digital Teaching and Learning in English HE during the Coronavirus Pandemic (OfS)

In the past 18 months we have invested considerably more time and offered greater support to our corporate members

Our membership value proposition has increased significantly over the past two years with the introduction of our free to attend virtual events programme, the huge increase in our representation work on behalf of members, the introduction of working parties to tackle topical concerns, the introduction of new resources such as our Jobs Bank, regular CEO updates and the creation of new Groups and Communities of Practice to better reflect our membership. We have also enhanced our online forums for both institutional and corporate members.



Our membership value proposition has increased significantly over the past two years

We have recognised more appropriately the significant contribution that our corporate members make to UCISA and are justly proud of the symbiotic relationship that exists between the two sides of our membership 'coin'. In the past 18 months we have invested considerably more time and offered greater support to our corporate members to help them get the most from their membership. In addition we now provide regular CEO updates and webinars for corporate members, enhancing their understanding of sector trends and needs so that they can plan effectively and meet institutional needs and expectations more readily.

Thanks to the heroic efforts of University and College IT staff at every level, the almost Herculean task of enabling remote working for just under 3 million students, lecturers, researchers, academic leaders and support staff was achieved at pace in March 2020.

Deborah Green, CEO, UCISA

Whilst institutional members fully appreciate the huge contribution that sponsorship by our corporate members provide, allowing UCISA to do more for, and with, those we represent, what may not be so well known, due to the confidential nature of such interactions, is just how highly valued our representative work between vendors and customers is by institutional and corporate members alike.

Our new strategy is about delivering increased value and emphasising what unites our sector

This aspect of UCISA’s work perhaps demonstrates most clearly our ability to harness the power of our collective voice, creating a proactive and effective platform for vendors and customers to come together to build understanding and seek effective and pragmatic solutions when issues arise. In every instance to date, the interventions we have made have met with positive and constructive reactions on both sides and have led to ongoing and creative collaborations.

Over the last five years we have achieved a firm cultural shift from being a reactive organisation to one that is proactive in both anticipating and meeting member needs.

Our members’ collective expertise enabled enhanced remote working throughout the Covid-19 pandemic. And now that we are learning to live with Covid, we are placing emphasis on raising the profile of digital and information technology across the education sector. We are strengthening our collective knowledge and reach beyond the IT professional community and aligning outputs to meet institutional needs more closely.



Looking to the future

Our strategy 2022 to 2027 starts from a position where the reputation of IT professionals and digital transformation within the sector is significantly improved. Our new focus is on taking opportunities which facilitate our transition from *an expert voice*, to *the de facto voice* or go-to organisation for external agencies seeking to understand the views of the digital experts that we represent or promulgating digital transformation in education.

The collective knowledge, expertise and strength of our membership gives UCISA the power to influence beyond the sector, making us the recognised authority on IT and digital developments in the education sector.

Our new strategy is about delivering increased value and emphasising what unites our sector – Higher Education, Further Education, and private universities, building on links that these institutions have with other organisations and stakeholders. It is also about enhancing our connections and building strategic partnerships with government and sector bodies, to amplify the power of our collective voice – moving further and faster to meet member needs at both an individual and institutional level.

Our Mission Statement

Our Mission is to **connect, share and transform.**

We will ensure that institutional members' staff at all stages of their career have access to professional development to aid their career progression. We will develop training and skills for the future – horizon scanning to explore what our community needs. We will draw on and harness the expertise of our corporate members, collaborating and encouraging co-creation and innovation to develop products, services and support that meet the current and future needs of an ambitious education sector. We will empower our membership and lead by example.



I will be frank, I have gotten so much out of my time with the UCISA Digital Capabilities Group that it has genuinely been a pleasure to serve.

Dr Jim Tyson,
Senior IT Trainer
Digital Education, UCL

UCISA's work with the Home Office and SLC has enabled the sector's views on major systems change to be heard and acted upon to ensure a smooth change and transition process.



Our Vision

Harnessing the collective strength of our membership voice, we will provide the IT and digital practitioners in the UK Education Sector with the tools to be leaders in digital transformation and IT developments; representing our sector with transparency and authority; influencing; and enhancing the depth and breadth of engagement with UCISA in the UK and beyond.

Our Core Values and Guiding Principles

UCISA is run by and for our members, sharing underpinning values of:

Collaboration

Recognising the synergy that results from working together.

Inclusivity

A community that promotes and values diversity in all its facets.

Passion

Using our collective drive to extend the reach of IT and digital technology beyond the profession, demonstrating relevance to institutional needs.

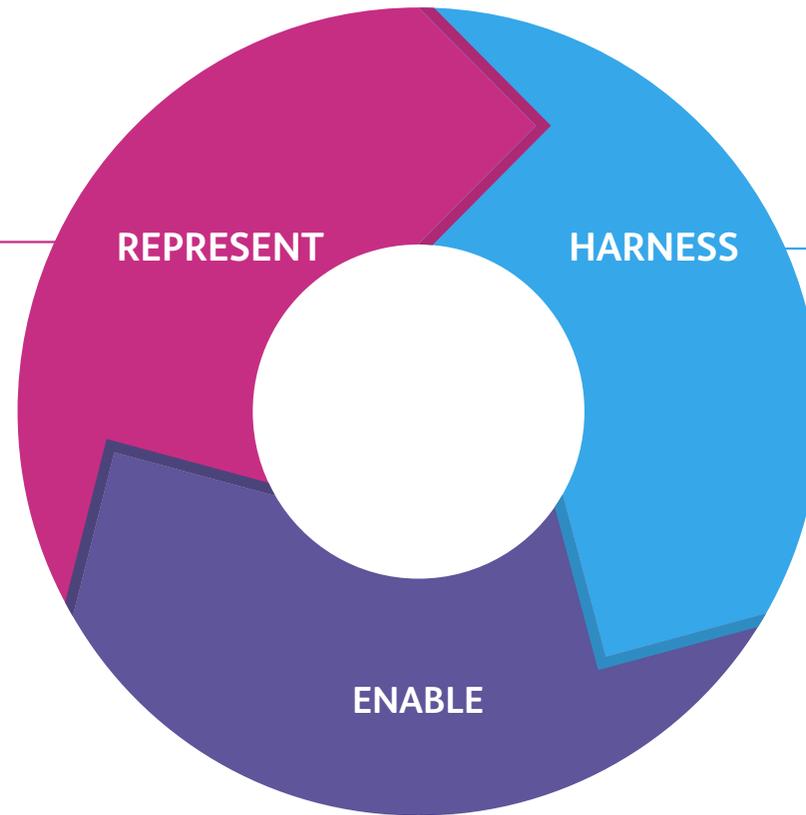
Trustworthiness

Focused on providing quality support, wherever and whenever this is needed, drawing on the collective expertise of our members and the powerful and authentic mandate they provide through our elected Trustees, Leadership Council, Special Interest Groups and Working Parties.



Our Goals

Our Goals intersect to demonstrate our focus on individuals, the community, and a reach beyond IT and Digital Professionals.



Represent the digital community in the Education Sector with authenticity and authority

Harness the power of our collective voice by expanding the breadth and depth of engagement with UCISA

Our interaction with UCISA has helped us to gain a far better understanding of our customers and build UCISA members' understanding of the complexity suppliers face when dealing with a major incident. We are in a better position as a result of our collaboration and we are grateful for the insight UCISA has provided.

David Benjamin,
President, International Markets Group
Blackbaud

Enable the professional development of individuals and enhance the collective expertise of our community

The work of UCISA has been of huge value to the IT Team and the College as a whole this year. In particular the focus on representation with suppliers has enabled us to negotiate more effectively and start to leverage the collective power of the sector in ways we haven't been able to before.

Michael Johnson,
Chief Information Officer
Royal Holloway,
University of London

Strategic Goal – To represent the digital community in the Education Sector authentically and authoritatively

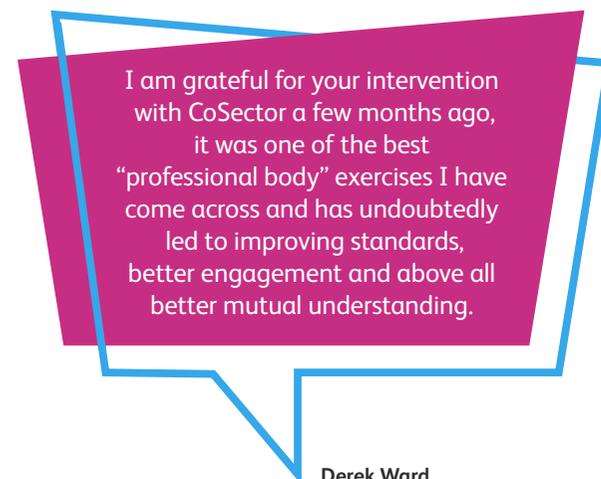
As the professional body for IT and Digital practitioners, we have the power to influence widely due to our recognised knowledge and collective expertise of IT and digital transformation (authority).

With a focus on teaching, learning, research, efficiency, and knowledge exchange, we will identify key issues impacting IT and digital developments in the education sector. We will use our power to support and influence others, making strategic and political connections to discuss these issues and be influential and proactive in seeking solutions.

UCISA has led 11 key collaborative interventions with suppliers over the past 12-18 months providing a model and platform to facilitate constructive solutions, coordinating with other sector bodies wherever appropriate to ensure a common sector approach.

We will achieve success by

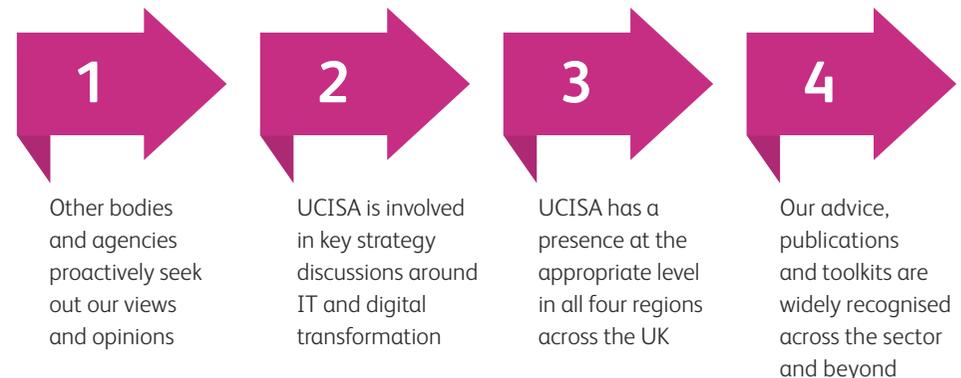
- Developing and implementing stakeholder engagement plans with strategic partners
- Working in partnership with vendors and our corporate members to deliver meaningful and tangible outputs to the benefit of the professional community and wider institutions
- Championing the need to raise the profile and visibility of Directors of IT / CIOs within Educational institutions
- Providing thought leadership, challenging both our members, the wider sector and external organisations where necessary to achieve positive change
- Targeting communications initiatives, including enhancing our social media presence
- Reviewing our infrastructure to ensure that it facilitates enhanced collaboration
- Targeting our investment to further these aims
- Monitoring and measuring our Sphere of Influence



I am grateful for your intervention with CoSector a few months ago, it was one of the best “professional body” exercises I have come across and has undoubtedly led to improving standards, better engagement and above all better mutual understanding.

Derek Ward
Board Advisor
CoSector - University of London

We will know we are successful when:



Strategic Goal – To harness the power of our communities’ collective voice by expanding the breadth and depth of engagement with UCISA

We will increase our engagement outside of the technology circle – reaching other functions in each institution who make use of IT and digital technology e.g. Procurement, Finance, Human Resources, Conferencing & Events, Research and Learning Technologists. We will create bridges between commercial partners, the IT professional community and wider stakeholders to meet business needs.

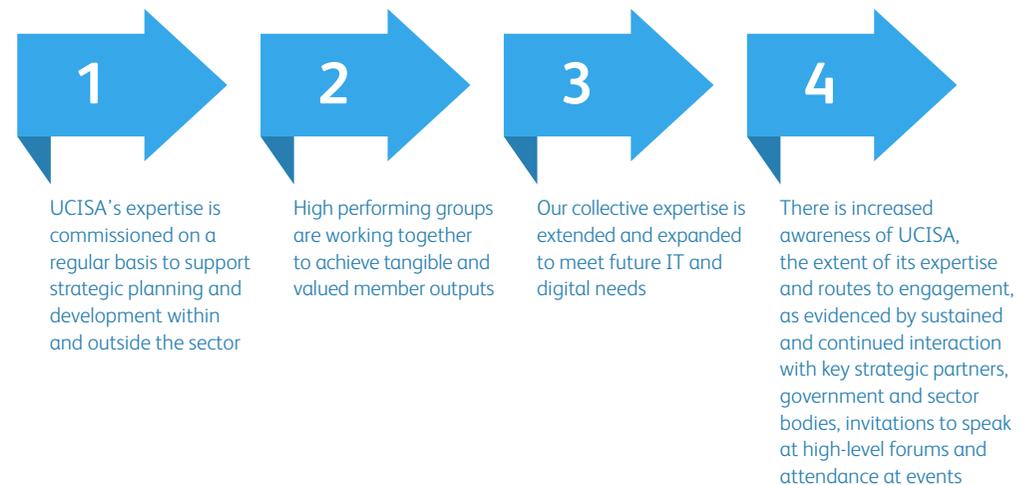
We will achieve success by

- Evangelising about UCISA and the value of membership
- Demonstrating a clear understanding of issues impacting our members, representing and championing those issues on behalf of members where necessary to provide effective solutions
- Continuous development of new member services to meet member needs based on intelligence gathered from issues identified
- Publishing advisory papers to share learning
- Creating opportunities to engage with key influencers involved in IT and Digital developments
- Personalising our offers through enhanced engagement, and developing an understanding of UCISA personas – their needs and wants
- Encouraging collaboration between institutions, corporate members, government and sector bodies to mutual benefit
- Facilitating joint ideation exercises and discussion around issues that impact the sector – IT governance, hybrid teaching etc.

- Organising proactive, targeted activities with Directors of IT / CIOs and members of senior leadership teams
- Augmenting and enhancing our members’ established regional connections with FE colleges

- Targeting our investment to further these aims
- Monitoring and measuring our Engagement, Member Services and Member Satisfaction

We will know we are successful when:



UCISA has formed strategic partnerships with Gartner and EDUCAUSE adding a UK specific element to their well respected annual surveys, allowing UK institutions to benchmark against international counterparts.

Strategic Goal – To enable the professional development of individuals and enhance the collective expertise of our community

We will ensure that institutional members' staff at all stages of their career have access to professional development to aid their career progression. We will develop training and skills for the future – horizon scanning to explore what our community needs. We will draw on and harness the expertise of our corporate members, collaborating and encouraging co-creation and innovation to develop products, services and support that meet the current and future needs of an ambitious education sector. We will empower our membership and lead by example.

We will achieve success by

- Creating learning pathways for professional development and career enhancement within the education sector
- Curating useful resources and content to be made available to both Institutional and Corporate members and their teams
- Exploring links with other sector bodies working with them and our membership to develop innovative progression opportunities and early career placement schemes
- Increasing the number and type of training bursaries on offer
- Ensuring our events are career enhancing and seen as offering value to members
- Targeting our investment to further these aims
- Monitoring and measuring our Progress and Member Satisfaction

UCISA continues to evolve to meet changing sector needs, establishing two new Communities of Practice (User Experience and Business Technology Standard) and a new Security Special Interest Group in the past 12 months



I have loved being a member of the DCG committee. I can say with certainty that the experience has had a direct impact on my career advancement. I have met wonderful people and done things I would never have thought possible and that is thanks to the encouragement and support UCISA provides. I will always be an avid supporter of UCISA and the value of committee membership.

Kerry Pinny,
Interim Head of Academic Technology,
Head of Digital Learning Environment
Support & Senior Academic Technologist

We will know we are successful when:



Member Satisfaction

I have been speaking with a number of colleagues north and south of the border, all of whom have been impressed with the progress UCISA has made; one CIO describing the progress as truly transformational and another that we 'now had a proper membership organisation. Praise indeed.

David Telford,
CIO, University of Stirling

This is definitely a 'top UCISA session to attend' (I've attended lots!) and I will be recommending it.

Event attendees have grown by over

500%
since 2019

1100
attendees in 2019

4100
attendees in 2020

7522
attendees in 2021

Very good, open, friendly presenters. Willing to expand on areas that people asked about. Very interactive and stimulating.

Very well chaired with everything kept on time to the agenda and excellent encouragement for engagement and questions.

New member groups have been created for Security, which already has **350 members**, and for User Experience which gained **74 new members** on its first day.

Presenters were highly eloquent and in some cases wonderfully energised.... great to hear the detail of where differing HE/FE institutions are with planned information and cyber security activity and all of the differing models in place!

Satisfaction at all of our events, training and development sessions is key for ensuring member satisfaction and we will continue to strive to **90%** Good and Excellent across all our feedback surveys.

The easy going, friendly nature of the event and the great use of technology for interaction.

A very useful, highly recommended brief introduction to the NCSC, some of its work and services and the benefits we can all derive from signing up to these services.

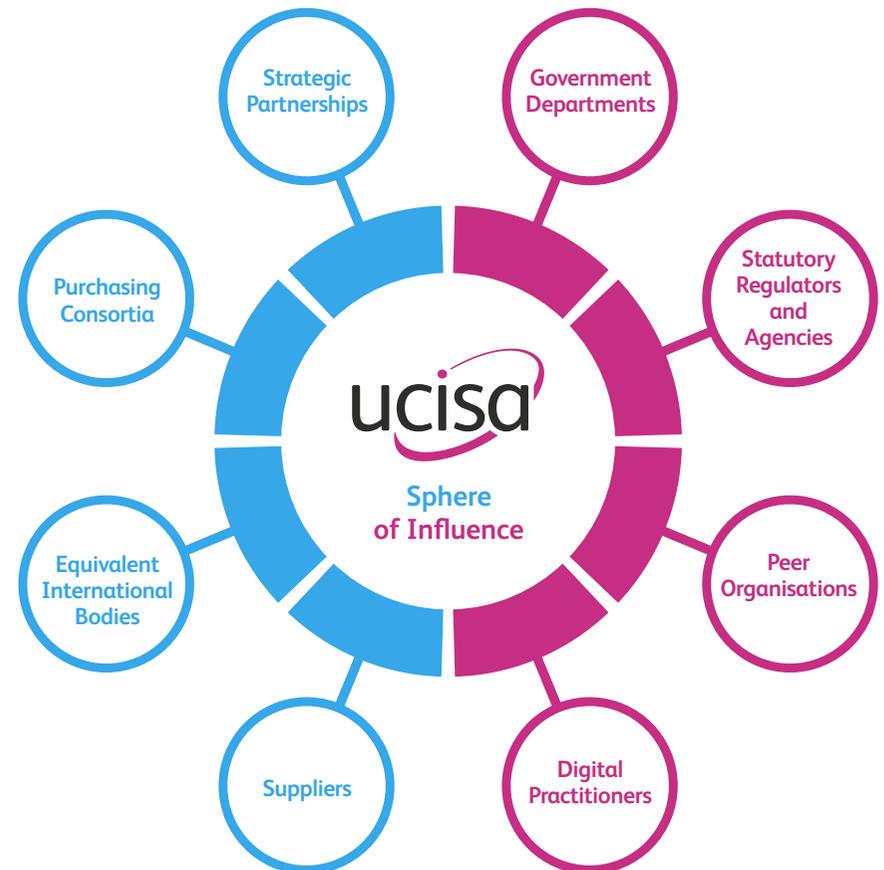
Sphere of Influence

Collaboration to connect our members and stakeholders is at the very heart of everything UCISA does. Such relationships have one objective: to meet the needs of our member institutions.

Our key stakeholder groups are

- Institutions
- Corporate Members
- Other Suppliers
- Individual Practitioners
- Sector Bodies and Peer Organisations
- Equivalent International Bodies
- Statutory Bodies
- Government Departments
- Statutory Regulators and Agencies
- The Education Sector as a whole – both UK wide and International

We have developed and will continue to develop strong strategic partnerships with a range of organisations to the benefit of our members. Such stakeholders form our sphere of influence. Over the duration of this strategic plan we will continue to establish and further enrich these relationships by developing and understanding end user personas - their needs and wants; and by gaining insight from analysing robust data enabled by investment in a new state of the art CRM system.



With thanks to our many collaborators, including:

Advance HE

- AHUA:** Association of Heads of University Administration
- ALT:** Association for Learning Technology
- APUC:** Advanced Procurement for Universities and Colleges
- AUDE:** Association of University Directors of Estates
- BCS:** British Computer Society
- BETT**
- BUFDG:** British Universities Finance Directors Group

Cabinet Office

- CASE:** Council for Advancement and Support of Education
- CAUDIT:** The Council of Australasian University Directors of Information Technology
- CCS:** Crown Commercial Service

Counter Terrorism Unit

- CUBO:** College and University Business Officers
- CUCCIO:** Canadian University Council of Chief Information Officers
- DCMS:** Department for Digital, Culture, Media & Sport
- DDF:** Directors of Development Forum
- DFE:** Department for Education

Economy NI: Economy Northern Ireland

EDUCAUSE

- ESFA:** Education and Skills Funding Agency
- EUNIS:** European University Information Systems

Gartner

- HEFESTIS:** HE/FE Shared Technology & Information Services
- HEIDS:** Higher Education IT Directors Scotland
- HEITSA:** Higher Education Information Technology South Africa
- HeLF:** Heads of eLearning Forum
- HESA:** Higher Education Statistics Agency
- HESCW:** Higher Education Funding Council for Wales
- HESPA:** Higher Education Strategic Planners Association
- HEWIT:** Higher Education Wales Information Technology

Home Office

IPSOS Mori

Jisc

- LUPC:** London Universities Purchasing Consortium
- NCSC:** National Cyber Security Centre

- NEUPC:** North East Universities Purchasing Consortium
- NUS:** National Union of Students
- NWUPC:** North West Universities Purchasing Consortium
- Ofqual:** Office of Qualifications and Examinations Regulation
- OfS:** Office for Students
- RUGIT:** Russell Universities Group IT Directors Forum
- SCONUL:** Society of College, National and University Libraries
- SFC:** Scottish Funding Council
- SLC:** Student Loans Company

SUMS Consulting

- SUPC:** Southern Universities Purchasing Consortium
- UCAS:** University and College Admission Service
- UHR:** Universities Human Resources

Universities Alliance

- UUK:** Universities UK

I am so proud to be in the chair as UCISA embarks on the next phase of its transformation with the publication of 'Building on Success Strategic Plan 2022 to 2027'. As you will have seen, UCISA has done more and more to help and support its members: institutional, individual and corporate and, as we look forward, we will do more still. I have got so much out of my involvement with UCISA personally and really want to highlight our goal that institutional members' staff have access to professional development to aid their career progression, throughout their career.

UCISA is its membership and I want to thank you all for your contributions made and your contributions yet to come.

Adrian Ellison,
Associate PVC and CIO,
University of West London



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