EAB

Digital Transformation

Foundational Capabilities and High-Impact Investments to Keep Your Campus Relevant in a Digital Era

Digital transformation.

It's the buzziest of buzzwords, a Rorschach test for everything one might see as good or bad in higher education, either a panacea or a poison pill.

In the wake of 2020's pandemic-induced shift to remote instruction and operations, even the most stalwart opponents of expanding the use of digital technologies in the modern university were seemingly won over.

Of course, the adoption and application of digital technologies looks different from this side of the pandemic, when not mandated by widespread lockdowns. Nonetheless, even if the urgency has been tempered, there's no denying the evolution of sector-wide attitudes on the role of digital technologies. The question on leaders' minds is therefore less about whether to pursue a digital transformation agenda and more about which of many opportunities should be prioritised and how quickly progress can be made.

But what, exactly, is digital transformation? How do discerning leaders ensure they invest only in solutions that actually move the needle on financial, operational, or strategic objectives?

This executive brief will give you the answers you've been looking for, starting with a better understanding of digital transformation and the challenges of pursuing it in the higher education sector. In addition to providing examples of where digital transformation investments have been most successful in addressing strategic and operational challenges, this brief also outlines the core organisational capabilities necessary for change.

Read on to learn more.

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2 Why Has Real Transformation Been So Elusive?

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The Beginning of Wisdom Is the Definition of Terms...

In response to consumer and environmental pressures amplified by a global pandemic, higher education institutions are rapidly embracing 'digital transformation'. But like many buzzwords, the term is useful only in the context of a shared definition. Here's ours:

Digital Transformation, Defined

Digital transformation is the process of using digital tools—specifically data and technology—to deliver value and drive change.

The emphasis is not on specific technologies but on the application of those technologies to core strategies or operational challenges.

The rapid scaling and widespread adoption of the solution in turn creates a culture of continuous improvement and sets the stage for further transformation.

What Digital Transformation Is and Is Not

✗ Technology for the sake of technology	✓ Oriented towards big, mission-critical problems
✗ Ad hoc or point solution	✓ Vehicle for improving stakeholder value
✗ Isolated from daily activities or strategic priorities	✓ Driver of cultural as much as technological change

Digital Transformation Snapshot from the Private Sector

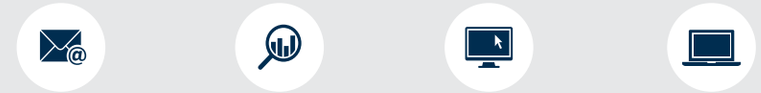
How Netflix Transformed Media Consumption

Using digitised content and web-based delivery models, the on-demand streaming service displaced brick-and-mortar movie rental by eliminating customer roadblocks and frustrations. Netflix gained a foothold in the market by significantly reducing customer effort involved in accessing media enabled. From the initial mail-order offerings of 1997 through the introduction and growth of streaming services since 2007, the company has expanded to provide a growing body of content to over 200 million subscribers across the globe (and growing every day).

1 Identification of Core Customer Problem

- Why do I have to go to the cinema to watch new media and films?
- Why must new episodes be tied to a weekly schedule?
- Why do I have to search so hard for movies I'll like?
- Why do I have to watch commercials during my favourite shows?

2 Identification of Core Customer Problem



3 Transformation of Customer Experience

89% of video streaming subscribers use Netflix

25% of single-service subscribers use only Netflix for streaming

Digital Expectations Rising in Every Corner of Campus...

We have all grown accustomed to the technology and service capabilities of the digital age. The rise of seamless, personalised content and delivery across multiple devices has stoked high expectations and a preference for digital service among consumers.

The higher education sector has long pretended to be immune from these trends. The pandemic's baptism by fire proved, however, that institutions could rapidly adopt and deploy digital solutions. Pandora's box is now open, it seems, prompting institutions to determine how they will respond to new and expanding customer and consumer digital expectations.

Digital Expectations Rising Amongst Campus Constituents...

Students

- "I'm caring for a sick parent—do I have to be physically present to engage in this lecture?"
- "How will this course prepare me to use the latest technology in the workplace?"

Academic Staff

- "Why can't I access all of my students' information in one place?"
- "Why do I have to log in every time I want to upload or download a resource?"

Professional Services

- "Why do I not receive an immediate confirmation when I submit a service request?"
- "Why don't we have user-friendly interfaces or data systems that talk to one another?"

...Driving a Growing Demand for Digital Service

Digital First

Online self-service available on demand and as the default means of interaction

Omnipresent

Seamless experience available asynchronously across multiple devices

Hyper-Personalised

Individualised content and services tailored to location, situation, etc.

Beyond simply responding to stakeholder expectations, savvy university leaders are also considering how digital transformation can play an outsize role in realising organisational strategy.

On the heels of a once-in-a-generation opportunity to overhaul revenue, pedagogical, and operational models, institutions are exploring new, strategic questions. The answers to these questions—which will undoubtedly differ from university to university—are central to defining digital transformation priorities.

Enrolment Strategy

- Can virtual delivery enable us to compete in and enrol students in new geographic or demographic sectors?
- Is the digital experience part of our core value proposition, or do we want to promote other differentiating factors?

Pedagogical Delivery

- Should we recognise and reward both monetarily and with career progression the effective use of digital tools in a classroom setting?
- In leveraging digital solutions to design new programmes, should we prioritise improving affordability, flexibility, or time to completion?

Leadership Structure

- Do we have sufficient digital expertise on our senior management team and/or governing body to make informed decisions—and if not, how do we build that expertise?
- Are new roles, reporting relationships, or budgetary lines necessary to oversee and transform end-to-end processes that cut across existing silos?

Physical and Digital Estate

- Is now the time to rightsize the investment we make in our digital estate vis-à-vis our physical estate—and if so, by how much?
- Which teaching, research, and extracurricular student activities and experiences should happen face-to-face, and which can be offered in a multimodal format?

For Universities, Moving from Slogan to Impact Frustratingly Difficult

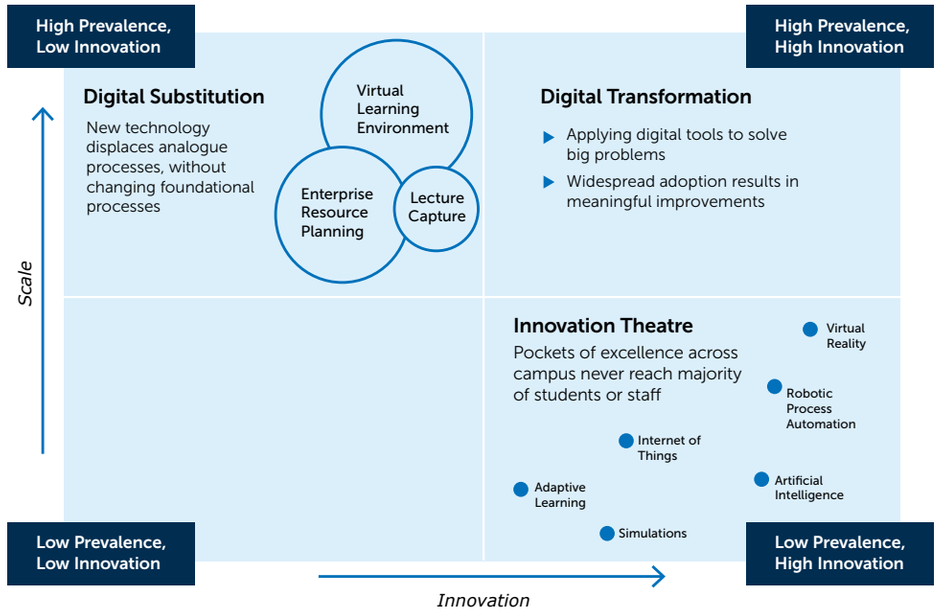
It's not hard to become enthusiastic—or even optimistic—about the potential for digital transformation in higher education. After all, the sector's incredible accomplishments during the pandemic prove that change is possible. You likely have a running list of opportunities that you would prioritise on your campus. On top of that, you probably hear pitches almost every day from vendors suggesting solutions to problems you didn't know you had.

Still, on many campuses, true digital transformation remains elusive. Both before and after the pandemic, institutions have reported that moving from a public declaration of a commitment to digital transformation to actual impact has been no easy task.

The culprit is twofold: barriers to innovation and barriers to scale. Many institutions find themselves stuck in one of two scenarios, depicted to the right. In the upper left quadrant is digital substitution, in which a new technology replaces an analogue way of working without significantly improving the customer value or experience. In this scenario, scale is easier to achieve because the barriers related to changing existing infrastructure, business process, and roles and responsibilities are lower. In the lower right quadrant, there's innovation theatre. Genuinely new approaches and technologies may pop up around campus, but they remain isolated, sub-scale, and consequently of little impact.

True digital transformation overcomes both barriers. It introduces new ways of carrying out core activities—and does so at scale, allowing for the greatest opportunities for financial, operational, or mission impact.

Campus Technology Projects Often Stumble on Two Barriers on the Path to Genuine Transformation



Barriers to Innovation

- Staff lack expertise and incentive to 'design-in' new technologies
- No ownership for systematically evaluating opportunities for transformation
- Siloed, manual business processes reinforce a 'we've always done it this way' attitude

Barriers to Scale

- Individual units lack funding and support to pursue initiatives by themselves
- Legacy IT infrastructure and lack of data standards prevent interoperability
- Central administrators struggle to get units to agree on requirements

The Best Path Forward? Align Technology Investments with Institutional Mission

The Most Impactful Projects Will Enhance Value and Differentiate Your Institution

As individual campuses look to leverage the new capabilities afforded by digital technologies, they should do so in ways that enhance the value drivers of the institution.

The typical higher education institution carries out thousands of processes and services in delivering its learning and teaching product. Amongst those workflows, some are central to the delivery of institutional missions, while others function as enablers of those core values.

EAB research has identified six domains in which investments in digital transformation consistently yield positive results. While technologies and vendors will come and go, focusing on these domains will keep you on the path towards transformation.

The next few pages explain each of the domains in greater detail and provide snapshots of a few high-impact investments.

More detail for each is available at **eab.com/digitaltransformation**.

Proven Domains of Digital Transformation Success

- Personalised, Multichannel Prospect Communications
- Multimodal Instruction for Career Exploration and Lifelong Learning
- Frictionless Student Services and Success-Oriented Interventions
- Business Processes Aligned with Customer Needs
- Predictive Estates Operations and Space Management
- Curated, Value-Driven Donor Engagement

Personalised, Multichannel Prospect Communications

In a more competitive market driven by both different-in-kind providers and more sophisticated applicant search behaviours, institutions must leverage digital tools and strategies to compete for students based on relevance and speed, not just prestige and cost.

Customer relationship management (CRM) platforms, artificial intelligence, virtual reality, and social media tools enable wholesale repositioning of recruiting themes, from 'what's great about us' to 'what we can do for you', all at unprecedented levels of convenience.

Select High-Impact Investments:

- **Personalised recruitment campaigns** tailor outreach to prospective students across a variety of media based on curated data of individual interests and aspirations.
- **Virtual reality campus tours** offer prospects customised and interactive pathways to explore not only the physical space of campus but also the one-of-a-kind experiences unique to an institution, all at a distance.
- **New media gurus** put the institution's best foot forward with compelling content on the platforms where prospective students congregate, driving traffic into the admissions funnel.
- **Admitted-student social communities** increase conversation rates of accepted applicants by creating opportunities for unscripted interactions with peers (e.g., based on geography, area of study, social interests) as well as with academic and support staff.
- **AI application bots** are on call 24/7 to steer prospects through the application process, answering common questions and keeping (human) staff focused on high-impact interactions.

Case in Brief

Leeds Beckett University Deploys AI Chatbot to Exponentially Improve Admissions Office Responsiveness and Effectiveness

- **The Problem**

  A deluge of transactional enquiries overwhelmed staff, leading to frustrating delays for prospects interested in a course of study.

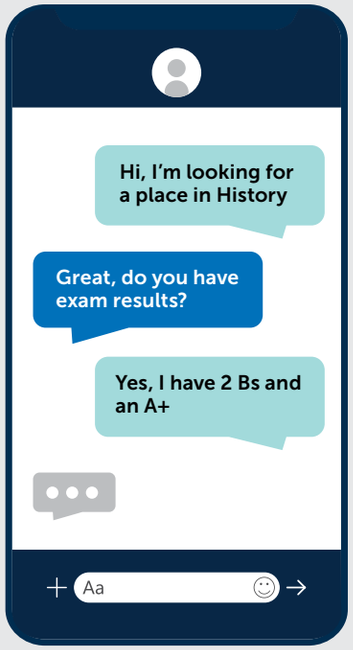
- **The Solution**

  AI chatbot 'Becky' responds around the clock to frequently asked questions on course availability, grade requirements, and accommodation.

- **The Results**

  Instantaneous responses to student enquiries leads to higher application and conversion rates as well as greater staff capacity for interactions requiring personal attention.

'Becky' Boasts 24/7 Availability and Instant Acceptance Criteria Feedback



- Facebook Messenger bot built on Chatfuel's platform
- Modest start-up costs: £30 and 100 staff hours
- AI scripts: Course availability, required grades, and accommodation options
- Monitoring and algorithm flag threads for human intervention
- Becky has now expanded to year-round support for student life FAQs

46% vs. 26%

Applicant conversion rate during Clearing with Becky, compared to the call center

£10 Million

Tuition revenue from students offered places by Becky in first three years of operation

Multimodal Instruction for Career Exploration and Lifelong Learning

The digital teaching revolution has progressed in fits and starts, with adaptive learning and augmented reality tools still subs-scale (though flashy) pilots for most institutions. Real transformation is under way with multimodal delivery: blended or hybrid, self-paced, and increasingly competency-based formats. For many institutions, the pandemic served as a forcing function in accelerating these plans.

Notably, real transformation enables flexible formats that more easily enable student-centred interdisciplinary and experiential education. This serves as an on-ramp to lifelong-learner business models that follow graduates across career and personal milestones.

Select High-Impact Investments:

- **Mobile-optimised course materials** ensure that students can access books and reference materials whenever and from wherever they engage in study, enabling truly multimodal learning in a bring-your-own-device world.
- **Multimodal undergraduate interdisciplinary tracks** allow students to take ownership over their learning pathways while prompting greater engagement and completion rates with courses of study designed around competencies, not disciplines.
- **Lifelong learner platforms** recognise that careers and skills evolve over a lifetime and provide just-in-time professional education to adult learners while also securing long-term financial ties with the institution.
- **'Freemium' adult learner content** leverages 'try-before-you-buy' experiences that engage professionals and convince them of value as they decide whether to pursue (and pay for) additional qualifications.
- **Personalised curriculum recommendation engines** deploy a deep knowledge of learners' past behaviours and future goals to provide advice and navigation across a wide inventory of course options.

Case in Brief

University of Central Florida Blurs Boundaries Between Online and In-Person Study to Keep Students Engaged and on Track

- **The Problem**

  Students struggle to juggle a standard timetable of modules, personal responsibilities, and opportunities to develop workplace skills.

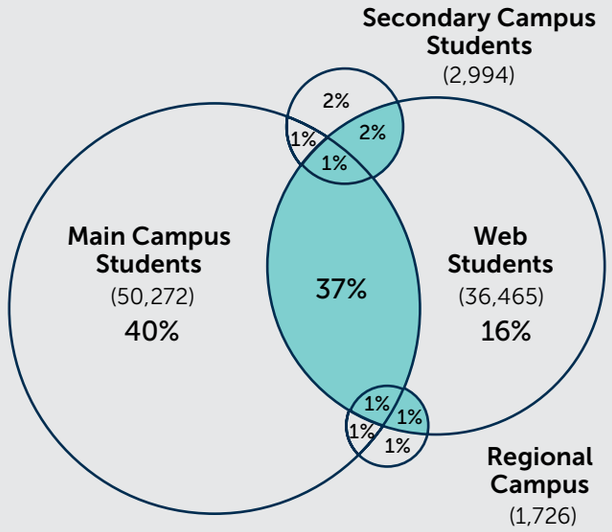
- **The Solution**

  Multimodal modules engineered to eliminate distinctions between in-person and online engagement and even allow 'catch up' opportunities following unforeseen challenges.

- **The Results**

  Students in multimodal tracks balance study, work, and life priorities without worrying about falling behind—and have higher completion rates than peers in face-to-face-only tracks.

Multimodality at the University of Central Florida



'Classifying a student as "main campus" or "extended campus" or "distance" becomes meaningless in an environment where students take whatever courses they need in whatever location or modality best suits their requirements at the time.'

Thomas Cavanagh, Vice Provost for Digital Learning

Frictionless Student Services and Success-Oriented Interventions

A more competitive and marketised higher education sector elevates the need for careful management of and investment in the student experience—namely, perceptions of convenience, engagement, and value outside the classroom.

Digital investments not only serve to provide students with seamless access to routine services but also proactive nudges that promote academic engagement, mental and physical well-being, and interpersonal connections. Return on investment can be seen in improvements in rankings and recruiting brand as well as student learning outcomes and success

Select High-Impact Investments:

- **360-degree digital assistants** serve as a single front door for all university services by leveraging the full spectrum of student and campus data systems.
- **Smart scheduling tools** ease registration challenges by allowing students to consider extracurricular commitments alongside academic commitments each term.
- **On-demand amenity delivery** provides on-campus students with one-click service delivery via bots, while expanding university auxiliary revenue.
- **Student voice platforms** elevate student concerns and crowdsource solutions, boosting satisfaction and engagement before complaints go viral.
- **Mental health micro-assessments** enable targeted and rotating pulse checks of student well-being, nudging students to personalised content and even counseling referrals based on responses.

Case in Brief

Staffordshire University's 'Digital Coach' Nudges Students Towards Success-Oriented Behaviours

- **The Problem**

  Disengaged students at risk of dropping out or failing may not be aware of or take advantage of full scope of support resources.

- **The Solution**

  Digital coach 'Beacon' deploys a series of nudges that prompt at-risk students to connect with academic support services.

- **The Results**

  In a single campaign, Beacon facilitated 300 new relationships formed between students and personal tutors.

Elevating the Student Voice: Beacon Product Roadmap Designed by Staffordshire University Students

Beacon's most requested tasks:

- View academic schedule and instructor contact details
- Check space availability and get directions to rooms and places on campus
- Request important documents
- Browse news and events
- Explore profiles of student societies and clubs
- Ask questions from campus services: Careers, Counselling, Digital, International Student, Library, Student Enabling, Student Services, and Students' Union

10,000 queries

Fielded by Beacon in the first month of operation, January 2019

Business Processes Aligned with Customer Needs

Professional services is embracing digital transformation along two concurrent and mutually reinforcing tracks: first, the standardisation, automation, and simplification of administrative tasks to enable professional services staff to focus on value-added rather than transactional work; second, reinvesting savings in business intelligence analytics to democratise data access and enable more data-driven decision-making amongst frontline academic and administrative teams.

In both cases, investments are poised to reorient how professional staff spend their days and the skills needed for success.

Select High-Impact Investments:

- **Robotic process automation task migration** trains artificial intelligence or software bots to mimic human behaviour in performing high-volume, repeatable tasks across multiple steps and even multiple digital interfaces.
- **Natural language processing-powered help desks** reduce inconsistent (and expensive) help desk support by automatically triaging support requests to the right level.
- **Budget and planning workflow automation** expedites report production for common management and academic workload queries, enabling new analytical and decision-making support.
- **Customer service chatbots** reduce the time that specialised staff spend fielding routine enquiries while also collecting information on issues that frequently require more detailed support.
- **Self-service business intelligence analytics** centralise all data in one location with premade reports and data visualisations to support common tasks and answer one-off enquiries.

Case in Brief

The University of Melbourne Reduces Repetitive Administrative Tasks in Favour of Value-Add Services

- **The Problem**

  Repetitive, rule-based administrative tasks—especially those involving manual data entry and approvals—crowd out mission-centric activities.

- **The Solution**

  Robotic process automation piloted with invoicing and supplier records in the finance division and later expanded into enrolment and other service areas after early successes.

- **The Results**

  Data entry and analysis that previously took weeks now require only a few hours—not only freeing staff time to focus on other tasks but also increasing process efficiency, boosting staff engagement, and improving the customer experience.

Repeated Successes Along the University of Melbourne's RPA Journey

- **Enrolment:** Student exam results collated and entered into enrolment system, replacing need for additional data entry staff
- **Procurement:** New supplier registered in the procurement system within 30 minutes, replacing the previous five-day queue
- **IT:** System access established for new employees in 10 minutes, replacing the previous three-week wait time
- **HR:** Automated verification of all time sheet adjustments removes need for manual checking of adjustments
- **Contract Management:** New contracts automatically recorded without manual checking and approvals

22
Processes overhauled in first round of RPA implementation

10K
Hours of labour saved annually from first round of RPA

Predictive Estates Operations and Space Management

There are many worthwhile digital innovations available to the future-focused facilities function, including energy-efficient and sustainable buildings, flexible spaces that can adapt to a hybrid workforce and evolving research interests, and classrooms that accommodate multimodal learning.

As a more immediate opportunity, networked sensor technology has undergone dramatic price decreases. These tools, embedded across the physical estate, are unlocking efficiency and service improvements by enabling proactive deployment of resources through real-time monitoring and data analysis.

Select High-Impact Investments:

- **Proactive maintenance triggers** create a notification network that prompts service only when needed, on everything from trash bins to high-traffic and public spaces.
- **Predictive fault detection** relies on a sophisticated network of sensors to remotely monitor and signal need for preemptive repair or replacement of building systems, enabling the shift from reactive to preventive maintenance.
- **Space utilisation analytics** enables more informed, data-driven decision-making about when and how often spaces should be cleaned, upgraded, decommissioned, or reallocated.
- **Mobile maintenance platforms** improve the efficiency and speed of maintenance teams by enabling real-time communication, data entry and monitoring, and task prioritisation.
- **Integrated asset tracking** moves institutions towards a total cost of ownership view of their physical estate by providing a single source of truth for monitoring and managing asset usage, maintenance, and replacement.

Case in Brief

Thermal 'People Counters' at the University of Alberta Enable Smarter Space Utilisation and Maintenance Decisions

- **The Problem**

  Resources are wasted in deploying staff to clean underutilised spaces.

- **The Solution**

  Thermal occupancy sensors determine which spaces need janitorial attention based on daily usage.

- **The Results**

  With better data about room usage, cleaning staff are deployed based on need, creating more capacity for other semiannual or annual activities (e.g., stripping and waxing hallways) and enabling the university to stretch limited staff resources further.

Beyond Saving on Janitorial Staff Costs, Thermal Counters at the University of Alberta Provide Previously Untapped Data for Decision-Making

Thermal Counter Use Cases

Real-Time HVAC Adjustment
More or less heat, cooling, or air exchanges based on occupancy

Classroom Upgrade and Decommissioning Decisions
Which rooms merit makeovers, IT investments, or repurposing

Academic Space Planning and Budget Incentives
Fact-based review of classroom and office utilisation for use as carrot/stick in annual department budgets

ROI Calculation

300
People counters across campus

C$2,000
Custodial and HVAC savings per room, per term

2.56
Payback period in years

Curated, Value-Driven Donor Engagement

The old playbook of alumni engagement and donor acquisition has steadily eroded over the last decade, with new trends such as digital media disrupting conventional methods of accessing a potential donor pool. To recover lost ground, institutions must more wholeheartedly embrace digital tools to improve both fundraiser efficiency and prospect intelligence.

Movement on both fronts enables institutions to pitch alumni at the right time and via the right medium, with a meaningful and personal appeal that delivers value both to donor and university alike.

Select High-Impact Investments:

- **Digital channel micro-engagements** offer alumni short, virtual opportunities to engage with their university with minimal barriers to participation.
- **Mix-and-match communications optimisation** takes A/B testing to the extreme, deploying multivariable emails and analysing open and click rates to identify the most impactful combination for each recipient.
- **Targeted affinity campaigns** leverage data stored in donor databases to create smaller, but more impactful, tailored campaigns that cater to donor preference for giving to a specific need.
- **AI-powered donor identification** and scoring enables institutions to better identify which prospects are the most likely to respond to requests for visits.
- **Plug-and-play donor outreach** automates the creation and dispatch of both enquiry and stewardship emails, letters, and texts, allowing everyone from gift officers to deans to deliver personal attention to donors, at scale.

Case in Brief

University of Chicago's Multivariable Email Campaign Tests Dozens of Communications and Iterates Towards Optimal Number of Views

- **The Problem**

  Advancement leaders struggle to break through the digital noise in order to engage with millennial alumni audiences.

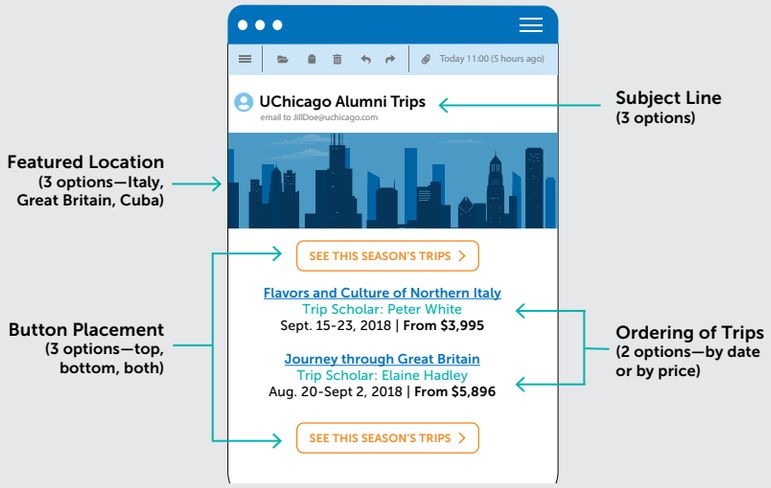
- **The Solution**

  Marketing automation software enables the use of for-profit marketing tactics and techniques to optimise the content and structure of emails to make them more effective.

- **The Results**

  Constituent communication decisions are rooted in behavioural data, with each successive campaign yielding a more detailed picture of engagement levers and constituent profiles.

University of Chicago Email Template Includes 54 Possible Combinations to Determine Greatest Engagement Levers



16
Versions of the email sent

2.3K
Average recipients for each version

37K
Total recipients of the emails

Organisational Culture Dictates Direction and Magnitude of Change

Technology Provides Opportunity, but People Ultimately Enable Campus Success

Emerging technologies and digital solutions, such as those outlined across the previous pages, offer exciting possibilities for transforming core strategic and operational activities. But more than any tool, app, or interface, the leadership of a university will be most influential factor in determining the success of digital transformation initiatives.

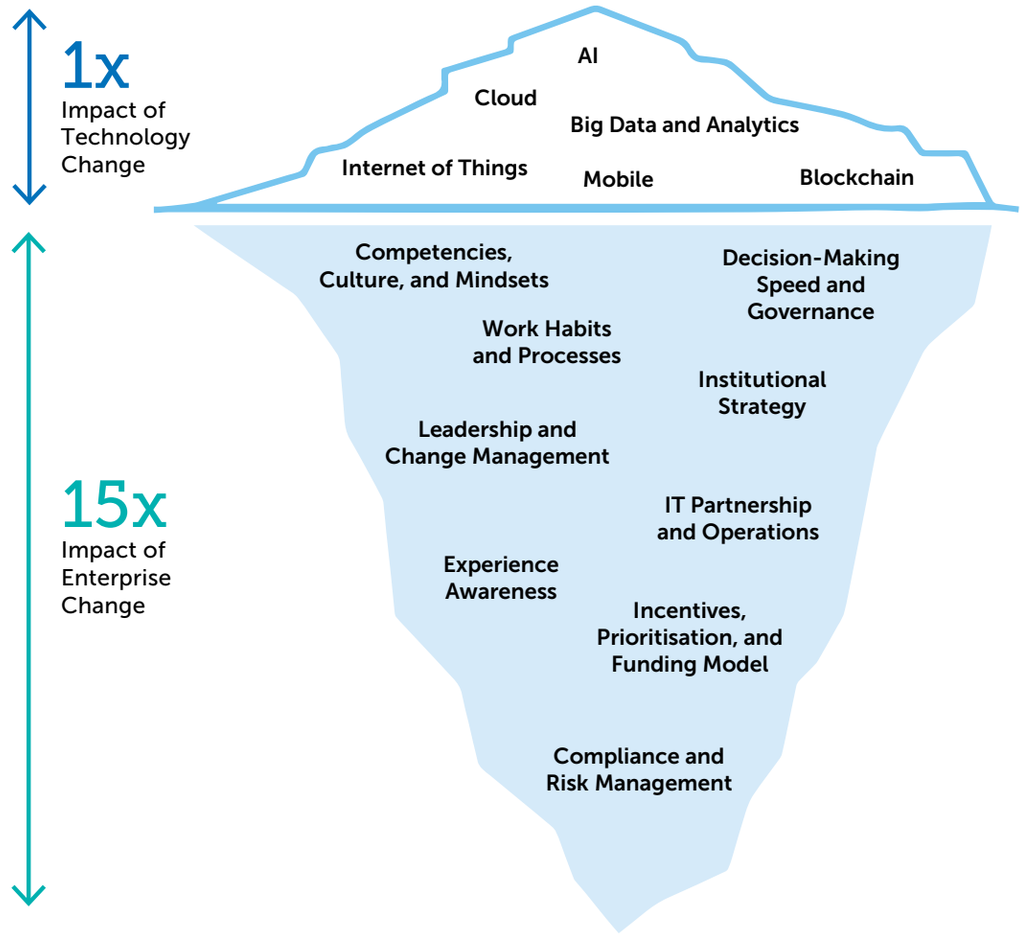
Innovation thrives only in the right environment, and a culture of collaboration, risk-taking, and business partnership across the organisation provides the most fertile ground for digital endeavours.

Driving successful change and improving value for students and staff means finding support amongst the people and processes that govern the institution. Without a culture of fostering, incubating, and adopting innovative solutions, institutions will see technology spend rise, with little to show for their investments.

Core Tasks of Senior Leaders on the Digital Transformation Journey

- Bridge siloed mindsets and cultures
- Overcome aversion to risk and failure
- Encourage iterative, collaborative work
- Focus on 'customer' journeys and experience
- Develop shared digital ambitions and goals
- Seek out partnerships for solution building
- Increase speed of campus decision-making

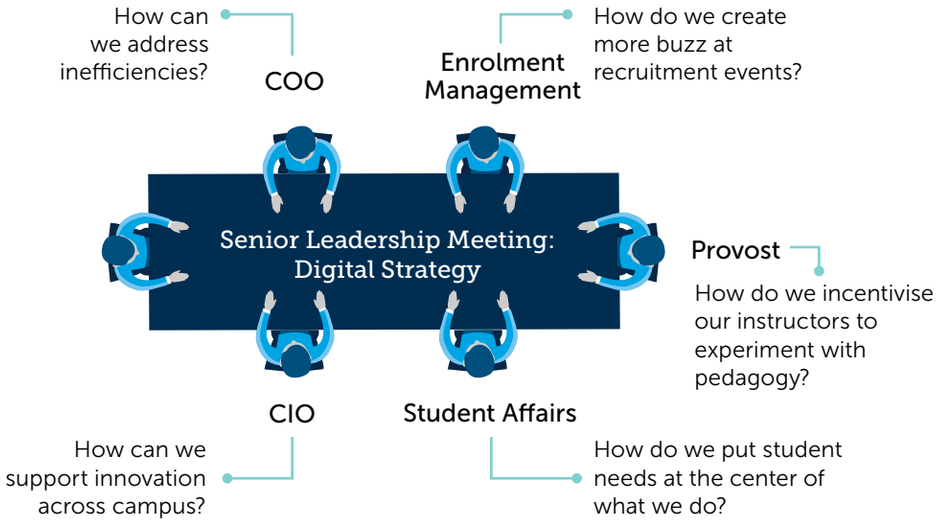
In Pursuing Digital Transformation, Cultural Challenges Always Lurk Beneath Technological Change



Elevate Digital Awareness and Promote a Shared Language for Problem-Solving

Embedding Digital Thinking at the Senior Level Yields a Unified Vision and Cross-Functional Collaboration

To foster digital success, institutions must elevate leadership awareness of technology-enabled capabilities and incorporate value-focused models of thinking. When senior leaders share a common framework of problem-driven analysis for understanding and evaluating digital opportunities, their campuses will see better outcomes.



Foundational Questions for Embedding Digital Perspectives in Campus Strategy Conversations

- How do emerging technologies impact our strategic goals and objectives?
- What are the core values and differentiators of our institution?
- Where do organisational silos hinder the creation of new solutions?
- How can we improve IT's capacity to support ongoing digital projects?
- Where are we already innovating successfully, and can it work at scale?

Leadership Checklist for Pursuing Enterprise-Level Digital Transformation Ambitions

- **Provide Clarity Around Institutional Goals**
  Create a shared definition and vocabulary for digital transformation; rally campus around common objectives

- **Formalise a Problem Identification Process**
  Solicit input to identify cross-campus problems that could be solved through digital transformation

- **Promote Digital Ownership Beyond IT**
  Create clarity around investment decisions, resource allocation, and project responsibility

- **Build a Portfolio View of Initiatives**
  Uncover digital projects, reconcile overlaps and conflicts, and advocate for a coherent enterprise architecture

- **Normalise an Ethic of Assessment**
  Measure digital project returns and focus on accountability through sunsetting and scaling innovations appropriately

- **Invest in a Data Hub for a Single Source of Truth**
  Establish a system- and vendor-agnostic view of campus data to support information integrity and reusability as campus priorities and digital investments evolve over time

  Learn more about EAB's solutions at **eab.com/Edify**

Digital Transformation Capabilities Assessment

Success Driven by Cooperation Between Campus Leaders and Technology Experts

Both organisational alignment and IT expertise are needed to fully support a digital agenda. Senior leaders play an important role in working across campus to establish a shared understanding and identify problems (and opportunities) requiring digital solutions. IT units must be able to respond thoughtfully and partner effectively with different areas of the institution to design, implement and monitor innovation initiatives.

The eight capabilities in the diagnostic—four that must be carried out at an organisational level under the purview of the senior management team, and four that are the responsibility of the IT division—are critical for success. Use the scoring scale below to determine with your fellow campus leaders where additional attention and investment are needed.

1 We are far behind and must devote significant resources to improve

2 We are behind and need additional support to improve

3 We are satisfied with our performance but can do better

4 We are a sector leader in this area

Organisational Capabilities

Capability	Description	Score
Executive Sponsorship for Digital Ambitions	Senior management understands the necessity of digital innovation for both organisational continuity and market relevance. We embed digital initiatives and technology in our strategic goals and have developed a clear leadership structure to realise them.	
Process and Customer Journey Mapping	We understand and regularly collect input from students, staff, and alumni about digital expectations. Digital projects are built on a foundation of process redesign and 'customer' engagement to ensure efficiency and service expectations are met from the start.	
Portfolio-Minded Project Prioritisation	Senior leaders agree on a process for evaluating and approving digital initiatives. By adopting a portfolio perspective, we keep an eye on addressing redundancy, sequencing, or reuse issues. We clarify responsibility for initial and ongoing budgetary investments.	
Digital Literacy and Engagement Campaigns	We recognise that promoting and enabling digital transformation is not solely the responsibility of the IT department. We conduct needs assessments to avoid over- or under-estimating digital capabilities. We help students and staff develop any needed digital skills.	

IT Department Capabilities

Capability	Description	Score
Integrated Digital Platforms	We minimise costs in our technology portfolio through scalable enterprise architecture. Our IT systems and data capabilities deliver competitive advantage through speed, flexibility, and agility, with no constraints to performance from legacy systems.	
Future-Oriented IT Skills	Ongoing IT staff training and hiring support the current digital strategy and actively anticipate future skills and knowledge requirements. IT staff understand institution-wide workloads and strategy and provide proactive input into digitisation and process improvement projects.	
Trend and Opportunity Sensing	Our IT staff are motivated by change and actively engage in environmental scanning, competitor analysis, and trend identification. We communicate to others the potential impact those trends may have on our mission, strategy, and business model, as well as on the higher education sector.	
Roadmap to Support and Scale Innovation	We pilot customer-driven innovations to ensure that any potential risks from new endeavors are contained and do not metastasise across the institution. Successful pilot projects are celebrated and scaled up. We design centrally driven innovations to generate new value for stakeholders, prioritising cloud-based solutions.	

EAB's Research, Insights, and Best Practices Can Drive Digital Transformation on Your Campus

1 We help you get smart fast on digital transformation across the sector and beyond

- Read our latest research on digital transformation, delivered directly to your inbox and available on demand at eab.com
- Separate technology fads from impactful investments with EAB's Digital Transformation Project Compendium

2 We help you craft your campus's digital transformation strategy

- Review best-in-class digital strategy plans compiled from innovators across the sector
- Narrow in on priority investments with our Digital Transformation Project Prioritisation Matrix
- Let EAB researchers audit your digital strategy against five hallmarks of best-in-class plans

3 We help you make the case for change to campus stakeholders

- Adapt our Digital Transformation Plug-and-Play Presentation for your campus context
- Invite EAB to lead a virtual or in-person digital transformation workshop with senior leaders and/or campus stakeholders to build consensus and inform planning efforts

4 We help you build the foundational capabilities necessary for transformation

- Deploy our Customer Journey Mapping Toolkit to collect student and staff feedback about process pain points and ideal solutions
- Model digital literacy and engagement efforts with our best practices checklist
- Ensure you are building the right IT workforce with our Future-Oriented IT Skills Briefing

Ready to continue on your digital transformation journey?
Take the next steps at **eab.com/digitaltransformation**.

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Sources

EAB research and interviews

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