Digital Education Service

Strategy

July 2021

Overview

Strategic Map

Strategy: Plan-on-a-page

Strategic Priorities & Enablers

Strategic Goals

Team Aims

Strategic Map

Vision and Mission
Values and Principles

The key pillars of our strategy, our **Vision, Mission, Values** and **Principles** guide what we do

Strategic Priorities
Strategic Enablers

The 'What' and the 'How': our **Priorities** and **Enablers** are where we will focus our attention

Strategic Goals

'What' we do, our **Goals** flow from our **Priorities**

Team Aims

**Team Aims** and Individual Action Plans break our Goals down further into tangible deliverables

Strategy: Plan-on-a-page

Our **Strategic Plan** guides our work across the Digital Education Service

DES **Strategy** is a one-page plan, making it easy to see where and how we are focusing our attention

It includes our **Vision, Mission, Principles** and **Values** as well as our **Priorities** and **Goals**
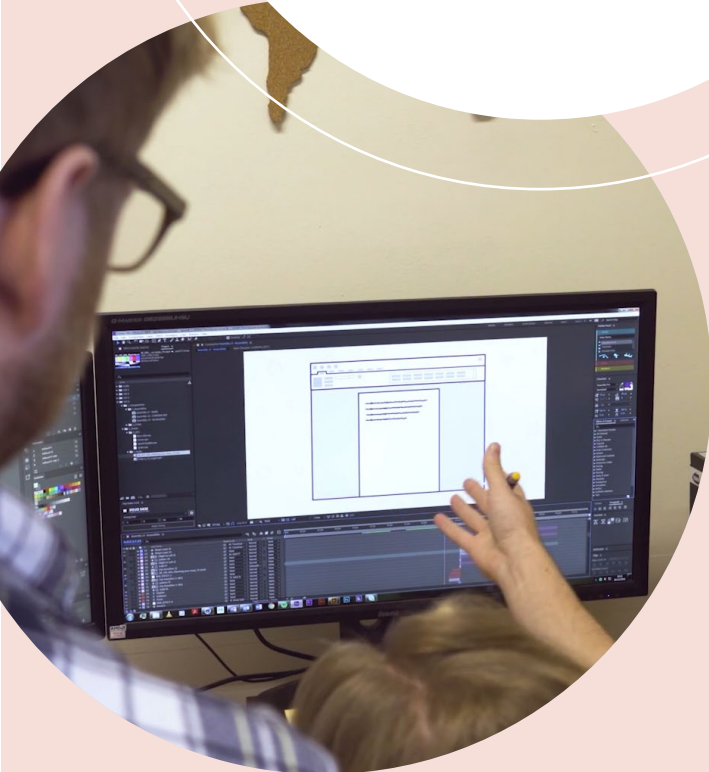
Vision — Our **Vision** is to be a sector-leading provider of technically and pedagogically innovative digital education

Mission — Our **Mission** is to assist the University in achieving its digital transformation, playing a leading role in the strategic aim of growing our provision of accessible, inclusive and inspirational digital education opportunities for all

Strategic Priorities

Our Priorities are:

Efficiently and rapidly grow our fully online education portfolio of degrees, sub-degree qualifications and short courses for online learners and professional learners worldwide, helping generate revenue for the University.

Continuously innovate, invest and develop online learning and systems to enhance the digital education experience of our taught students and postgraduate researchers, on campus and online.

Working in partnership with global universities and technology partners to co-create open, community-based, sustainable online education that supports lifelong learning aligned to the University's research strengths.

Strategic Enablers

To support our Priorities, we are focused on:

Service Excellence	People Development	Robust Process	Wellbeing	Continuous Improvement	Income Streams
Across everything we do, from learning to stakeholder engagement	Supporting our staff to reach their full potential through development and job security	Efficiently managing our operations and effectively communicating across teams	Promoting a healthy work-life balance for our teams, leading with excellence in line management	Embedding evaluation and continuous improvement Service-wide	Establishing new revenue streams to support the financial sustainability of the Service

Values

Throughout everything we do we are committed to: **Trust** | **Integrity** | **Care**

We are a team who support each other's wellbeing and empower each other to be proactive and take responsibility for our work

Principles

Accessibility, Inclusivity and Impact	Quality and Excellence	Innovation, Creativity and Flexibility	Partnership and Community
We understand and adapt to our user's needs	We are experts, adding value and finding solutions	We are change agents, leading innovation, learning from our work as we continuously improve	We are a collaborative community, working in partnership with others

Strategic Priorities

Our **Strategic Priorities** are:

2 Continuously innovate, invest and develop online learning and systems to enhance the digital education experience of our taught students and postgraduate researchers, on campus and online.

1 Efficiently and rapidly grow our fully online education portfolio of degrees, sub-degree qualifications and short courses for online learners and professional learners worldwide, helping generate revenue for the University.

3 Working in partnership with global universities and technology partners to co-create open, community-based, sustainable online education that supports lifelong learning aligned to the University's research strengths.

Strategic Enablers

Service Excellence

Across everything we do, from learning to stakeholder engagement

People Development

Supporting our staff to reach their full potential through development and job security

Robust Process

Efficiently managing our operations and effectively communicating across teams

Wellbeing

Promoting a healthy work-life balance for our teams, leading with excellence in line management

Continuous Improvement

Embedding evaluation and continuous improvement Service-wide

Income Streams

Establishing new revenue streams to support the financial sustainability of the Service

Our **Goals** flow from our **Priorities**

Strategic Goals

They are cross-service **Goals** and provide more detail about what we will do to achieve our **Priorities**

The **Goals** provide a foundation for **Team Aims**

Our Priorities are:

| **Strategic Priorities** | Efficiently and rapidly grow our fully online education portfolio of degrees, sub-degree qualifications and short courses for online learners and professional learners worldwide, helping generate revenue for the University. | Continuously innovate, invest and develop online learning and systems to enhance the digital education experience of our taught students and postgraduate researchers, on campus and online. | Working in partnership with global universities and technology partners to co-create open, community-based, sustainable online education that supports lifelong learning aligned to the University's research strengths. |

What we will do:

| **Strategic Goals** | • Develop and deliver sustainable and cohesive collections of fully online courses (from short courses to degrees) with our University partners to meet the needs of globally distributed professional learners.

 • Develop efficient online course development and delivery models, including supporting and championing the re-use of online content across the online education portfolio in line with University policy. | • Develop and deliver blended and online learning for campus-based students, including online discovery modules, in collaboration with Professional Services and Schools and Faculties.

 • Increase student engagement with digital education including use of systems and overall engagement with online learning.

 • Horizon-scan new and emerging digital education technologies and systems to support accessible, flexible and inclusive student education.

 • Invest in the maintenance and enhancement of digital education systems, and procure new ones, to support a high-quality student experience, including digital assessment systems.

 • Increase staff engagement with digital education, establishing a cross-University digital education enhancement function, providing strategic leadership to Faculty-based staff supporting digital education. | • Create learning opportunities for community-based learners, students and professionals who can benefit from education and training based on work from the University's research community.

 • Co-creation of open learning content and development of mechanisms for re-use, repurposing and sharing via online learning platforms to support the University's global online education network initiative. |

Team Aims
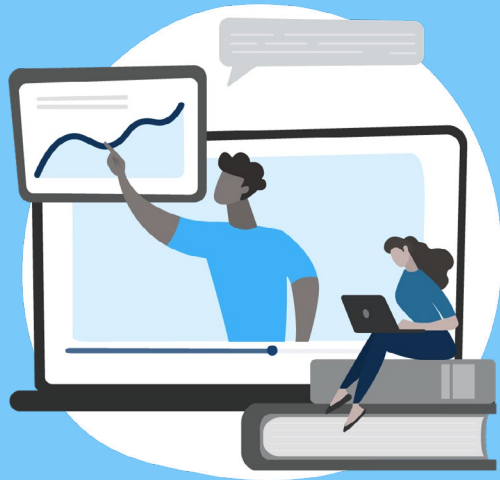
Online Learning


Student Education

Operations

Digital Education Systems
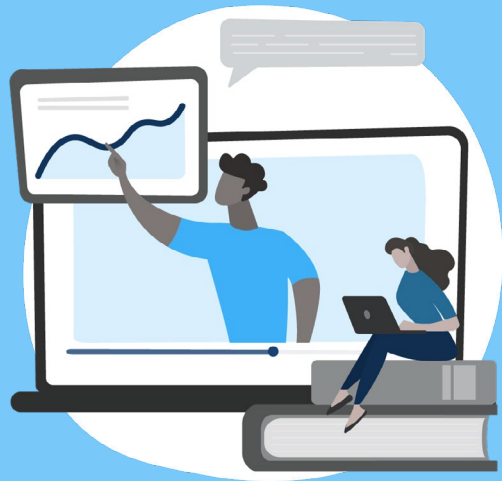
Online Learning Team Aims

1   **Models and approaches**   Define and implement the most appropriate and efficient models for the design and development of online learning for registered students, researchers, professional learners and life-long learners, though hybrid and fully online learning opportunities

2   **Collections for professionals**   Support professional learners through the design and development of cohesive collections of fully online courses (short courses to degrees) building on research strengths

3   **Supporting staff to create learning**   Support staff to design and develop appropriate and quality online learning solutions for their students through advice, bespoke requirements and full design and development activity

4   **Student engagement**   Engage students with online learning through appropriate learning experiences adopting active and inclusive approaches to learning, research-based content and the co-creation of content

5   **Innovative approach**   Provide an innovative approach to the design and development of online education

6   **Engaging staff with digital practice**   Support the development of staff digital practice, providing improved opportunities for staff engagement with online learning
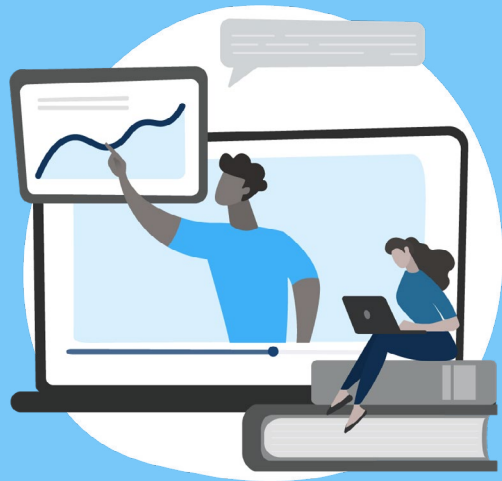
Online Learning Team Aims

7	**Supporting researchers through OL**	Support research staff to realise the benefits of online learning to support outreach and research dissemination
8	**Collaborative co-creation**	Work collaboratively to make online learning accessible through the co-creation of content, global university network initiatives and life-long learning opportunities
9	**Reusing online content**	Support the reuse of online content, developing a means to appropriately log and repurpose assets
10	**Excellent service to stakeholders**	Ensure that the Online Learning Team provides an excellent service to all stakeholders, internal and external to the University
11	**Improved internal processes**	Define and adhere to robust processes which form the Online Learning activity within the project lifecycle
12	**Courses for external partners**	Facilitate income generation through working with internal and external partners to secure, scope, define and deliver online learning projects for professional learners

Student Education Team Aims

1	**Learner experience**	Support and communicate with online learners to ensure excellent learner experience, encourage engagement and completion. Support tutors to interact with learners
2	**Academic quality**	Ensure academic rigour and quality of academic student experience across all fully online courses and programmes
3	**SES for online students**	Provide excellent Student Education Service (SES) support to fully online programmes
4	**Portfolio management**	Support delivery of Service portfolio of online courses and programmes, maintaining quality and ensuring portfolio remains aligned to Service strategic priorities
5	**Student engagement in digital education**	Engage and communicate with UoL student community to increase positive engagement and effective use of digital technologies, tools, and online learning opportunities in their learning
6	**Staff engagement in digital education**	Engage and communicate with student education community (academic and support staff) to increase positive engagement and effective use of digital technologies and tools in their teaching and learning practice

Student Education Team Aims

7	**Service promotion to staff**	Promote Service and relevant aspects of digital transformation strategy to staff
8	**Digital Education enhancement**	Support and resource a cross-University digital education enhancement function, providing strategic leadership to Faculty-based learning technology staff to support the DT strategy, and oversight and management of Student Champions for Digital Education
9	**Insight and evaluation**	Provide insight and data analysis to support evaluation activity and continuous improvement processes across the Service
10	**Service profile**	Position DES as sector-leader for digital education through compelling brand
11	**Internal Service comms**	Embed effective communications that help colleagues within the Service feel informed and up-to-date on DES and UoL priorities
12	**Supporting partnership**	Support new and existing partnerships by delivering excellent course support, enhancement, data insight and reporting, marketing, engagement, and communications activity to help achieve partner's goals

Digital Education Systems Team Aims

1   **Learner experience**   Support the course design process to integrate relevant and appropriate DE Systems into the learner journey (for fully online, blended, hybrid etc)

2   **Student and staff engagement**   Engage students and staff with DE systems and tools, and actively gather feedback from stakeholders and end users to shape the future service

3   **Ultra rollout and adoption**   Migrate Minerva to the Blackboard Ultra platform and facilitate widespread adoption of Ultra courses

4   **Widespread uptake of Learning analytics**   Manage the implementation, adoption and user experience of the DE System procured to meet the UoL Learning Analytics Strategy

5   **Leeds for life and tutoring support**   Support the UoL Academic Personal Tutoring and LeedsforLife refresh through the implementation, adoption, and user experience of the institutional ePortfolio system

Digital Education Systems Team Aims

6 — Platform for external users
Facilitate income generation by provisioning appropriate DE systems and technologies. Maintain and enhance the functionality of an external facing platform designed to provide collaborative online learning and work with suppliers to deliver maximum functionality while understanding licensing limitations

7 — Student assessment strategy
Review existing digital assessment tools and propose roadmap for enhancement of tools and services

8 — BAU enhancements
Enhance DE systems and tools in line with the product roadmap and the needs of our users

9 — Ecosystem horizon scanning
Enhance the DE Systems ecosystem (landscape of DE tools and platforms)

10 — Integrate teams, embed joined-up processes
Build an effective and efficient DE Systems Team

Operations Team Aims

1 **Support process** Support through the development of robust and efficient processes to enable management of Service business and financial objectives

2 **Staff resources** Support the provision of sufficient and appropriate staff resource to meet demand for Service activities

3 **Staff development** Provide line managers with the tools to enable them to ensure all staff have appropriate development plans

4 **Ensure excellence** Support by defining processes to ensure excellence in line management, staff development, internal communications and wellbeing of staff in line with Service plans

5 **Infrastructure** Provide an appropriate infrastructure to support on-campus and remote working, to ensure efficiency and meet individual needs

6 **Income generation** Support decision making and scoping activity with respect to engagement with projects to secure new income streams

Digital Education Service: Strategy and Plan

From vision to action, our strategy is the blueprint to guide us through digital transformation.

We have an ambitious vision to lead the sector in our provision of innovative digital education and a clear mission to assist the university in achieving digital transformation. By focusing on our priorities, we will play a leading role in growing Leeds provision of accessible, inclusive and inspirational digital education, underpinned by our principles of quality, excellence, innovation and impact.

In building our strategy, colleagues across the Digital Education Service have contributed ideas and suggestions. The result is an actionable plan which is owned by our teams and led by shared Principles and Values.

Digital Education Service

University of Leeds

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