Digital Enablement and Adoption
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Alignment to Enterprise IT Strategy

The Digital Enablement and Adoption Strategy supports a number of the Enterprise IT Strategy’s goals for 2021-2023.

- **Goal 1:** Deliver IT solutions that enhance UQ’s research, teaching and learning capabilities, to provide a multi-dimensional student experience and an *industry-leading competitive edge*.

- **Goal 2:** Continue the transition to an *agile, responsive way of working*. We will engage with and support the University, providing leadership and guiding decisions on information technology to help UQ achieve its goals.

- **Goal 4:** Manage UQ’s information to ensure it is *inherently valued, trusted, and used ethically and effectively* by appropriate members of the UQ community.

- **Goal 7:** Adopt a One UQ approach to delivering valuable, streamlined IT services that are easy to use and meet the diverse needs of the UQ community.

**Strategic drivers for Digital Enablement and Adoption**

The University of Queensland has invested significant capital funds and resources into the consolidation and uplift of the digital landscape for both students and staff. However, to date, a cohesive approach to the establishment and ongoing support of a ‘formalised’ collaboration suite of applications remains fragmented.

The organic growth and continuous development of IT functions within the education sector is generally informed by two key driving principles. Firstly, the immediate needs and requirements of the institution are identified and addressed in order to support the ongoing delivery of the core university functions of administration, research, teaching and learning operations. This driver ensures that staff and students have the technological platforms they need, however if not properly managed this can also result in a lack of IT interoperability between organisational units, process inefficiencies, and information silos.
The second driver is the desire to create a world-leading, industry best-practice digital environment that both partners with and strategically informs our institution on the ‘art-of-the-possible’, in terms of how the digital environment can enable and enhance teaching and learning delivery. The ‘Rolls-Royce’ or ‘gold-plated’ approach to IT provides best-of-breed technology support but is often very costly and can be non-responsive to immediate institutional needs.

The optimal result is a digital landscape that is somewhere in between - an environment that both satisfies the immediate needs of the institution, while staying in touch with industry best-practice and technological standards.

UQ is no different. Within the current UQ IT operating environment we have succeeded in providing a responsive and effective technology landscape, however several opportunities have emerged that our 2021-2023 strategy will attempt to address.

- **Lack of guidance around application use:** In its current state, there is no consistent or defined suite of collaboration applications that ITS recommends students and staff utilise. As a result, staff and students utilise a range of different applications within and across cohorts, creating a huge variation in collaboration practices both internally and externally.

- **Disparate application adoption:** In order to work effectively, our students, staff, and external partners need to understand numerous collaboration solutions and work practices depending on who they are working with.

- **Fragmented data and information storage and accessibility:** At present, UQ students and staff utilise a range of different practices and methods to store their data and information. This has resulted in knowledge silos, impaired knowledge and information sharing practices, and limited interoperability both within and between organisational units and staff and student cohorts.

- **Complexities around adoption support:** There are a number of avenues to enable students and staff to both be aware of and develop the right capabilities to adopt the current application suite. There are significant opportunities to assess and optimise this support model, and ultimately drive an uplift in desired behaviours and ways of working across the University.

- **Collaboration with external partners:** It can be challenging to engage and co-create securely and meaningfully with external partners with the current suite of supported applications. There is no consistent approach or guidance around how UQ works with its industry peers and external collaboration partners.

- **Security, governance and retention:** disparate collaboration practices, applications and toolsets such as external file storage solutions present several potential risks regarding information security, governance and retention to UQ operations.

- **Over-reliance on service desk support:** without a unified digital point of contact for IT support and fit-for-purpose self-service channels, there is an over-reliance on our service desk support function. It is estimated that up to 20% of tickets raised could be resolved with more effective ‘Customer enabled services’.

- **Utilising what we have already:** The limited promotion, deployment and adoption of existing applications and platforms undervalues the potential to address several identified technology opportunities in a timely and cost-effective manner, without significant additional capital investment or further platform fragmentation.
• **Cost inefficiencies:** The disparate use of collaboration applications and under-utilisation of existing platforms across UQ presents opportunities regarding infrastructure, licensing and support costs.

### The Digital Enablement and Adoption Strategy

In order to address the strategic drivers and meet the objectives identified in the 2021-2023 Enterprise IT Strategy, ITS will deliver a Digital Enablement and Adoption Strategy (Figure 2) that aims to:

1) define a standardised application suite to enable students and staff to both learn and work in an increasingly digital environment, and

2) reimagine UQ’s ‘Adoption Support Model’ to drive the holistic uptake of the endorsed application suite.

![Figure 2 – Overview of Digital Enablement and Adoption Strategy](image)

**What do we mean by ‘Digital Enablement and Adoption’?**

Digital enablement and adoption comprises, at its highest level, two key components. The ‘what’ is the underlying application suite or catalogue that enables students and staff to digitally learn and work. We use the term ‘digital enablement application suite’ to describe the collection of enabling applications and categorise these using the following taxonomy:

1. **Communicate:** Applications that facilitate communication and engagement within and between staff, students and external partners and help create a shared sense of identity across aligned groups.

2. **Create:** Applications that enable the creation of information and artefacts critical to the operations of the University.

3. **Collaborate:** Applications that enable co-authoring and sharing of information and documents.

4. **Organise and Plan:** Applications that facilitate the management of individual, team/course and organisational unit (OU) workload.

5. **Store and access:** Applications that enable the secure storage of documents and information, and enable accessibility to the right people when they need it.
The second component is ‘how’ we support UQ students and staff to adopt and utilise this application suite effectively - the digital adoption support model. This goes well beyond traditional training. UQ’s digital adoption support model represents the various pathways that we provide to help our students and staff to adopt our endorsed application suite. The digital adoption support model can be viewed in alignment with the following components:

- **Policy:** Make a policy decision around what applications will be supported, and to what degree this support looks like (e.g. Full, partial, minimal, none, not recommended).
- **Organisations / OUs:** Agree which functional areas of UQ are accountable and responsible for delivering adoption support to staff and students.
- **People:** The specific roles, responsibilities and accountabilities involved in adoption delivery, spanning both leadership and operational roles.
- **Channels:** The various channels UQ provides to enable students and staff to engage with learning content.
- **Content:** The knowledge and information that will ultimately be consumed by students and staff as they seek adoption support.
- **Process:** The associated repeatable processes that need to be established to support ongoing learning across the student and staff lifecycle (e.g. staff / staff on-boarding).
- **Technology:** The underlying technology stack that enables delivery of adoption support for students and staff.
- **Partners:** External industry partners engaged to support non-core components of digital adoption.

Together, both the application suite and support model (collectively - the Digital Enablement and Adoption Strategy) aim to provide UQ with an agile suite of working and learning applications and adoption support that caters to the unique needs of UQ staff and students, whilst aligning to our broader IT strategic roadmap and minimising operational support costs for the University (Figure 3).

**Development and implementation of the Digital Enablement and Adoption Strategy**

The strategy will build on our existing core platforms and licensing agreements whilst consolidating the number of competing or similar technologies which are either partially supported or not supported at all.

We will phase the digital enablement initiatives across four key horizons (Figure 4):

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**Figure 3 – Digital enablement strategic vision**

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Digital Enablement and Adoption
1. **Accelerated adoption (current focus):**
   - Implement Microsoft Teams to UQ organisational units.
   - Migrate and consolidate existing on-premise Intranets to SharePoint Online (Microsoft 365).
   - Enable Microsoft 365 applications for all staff and students.

2. **Digital enablement education:**
   - Develop and agree view of current and future-state application suite and support model.
   - Identify an associated implementation and transition roadmap.
   - Develop supporting Digital Enablement Policy outlining which applications are supported and/or recommended, and the associated support model we have chosen to drive adoption.

3. **Full adoption:**
   - Implement the digital application support model to ensure students and staff have the support they need for the recommended application suite.
   - Commence rationalisation of duplicate collaboration solutions.
   - Commence migration of on-premise to cloud file sharing, implement the UQ intranet solution and streamline integration with other core UQ digital assets including Learn.UQ and my.UQ platforms and technologies.

4. **Unified communications:**
   - Transition to a single collaboration and communication platform for voice, video, chat and telephony.

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**Figure 4 – Roadmap**
Link to broader strategic initiatives

The Digital Enablement and Adoption Strategy will not succeed if implemented in isolation to the other delivery areas of the Enterprise IT Strategy (2021-2023). Listed below are the anticipated links between the delivery areas as they both support, or are supported by, the Digital Enablement and Adoption Strategy.

1. **Automation**
   - IT’s automation capability is critical to support the effective transition to the future-state Application Support Model. Examples of key links include the automation of processes around student and staff on-boarding, learning and licencing requests, and broader self-service support. Automation is critical to both the student and staff experience as they transition to the new ways of working which underpin the success of the Enterprise IT Strategy.

2. **ITaLi Digital Learning Roadmap**
   - Digital Enablement and Adoption will partner with the Teaching and Learning Committee and ITaLi to support and drive the substantial business change and enhancement of UQ’s digital learning technologies and related professional learning, training and administrative processes.

3. **Integration**
   - Real-time interoperability between core systems and robust data governance, retention and compliance will provide the backbone for digital enablement across UQ. We will work closely within IT and with external partners to enable and support key initiatives outlined in the Integration roadmap.

4. **UQ Library - Digital Literacy Program**
   - In addition to the Enterprise IT Strategy, the Digital Enablement and Adoption Strategy will also support, and be supported heavily by the Library as they enable students and researchers through their Digital Literacy program.

**Anticipated benefits**

- **Skill formation and community digital practices**
  The increasing prevalence of digital tools and ways of working places pressure on UQ to lead the technology adoption and the associated practices and digital literacy uplift across widely adopted industry tools. The development of these practices will form an important part of current and future IT strategies for both staff and students.

  The identification and adoption of these industry tools will create a requirement for a skill formation system and environment that exposes staff and students to world leading digital practices. This environment will improve graduate outcomes and ensures that UQ graduates can use these tools to become digital leaders in their industries. As digital technologies permeate the workplace, IT and UQ must ensure our digital tools and strategies position our students, staff, and teams to succeed.

- **Digitally integrated, borderless campus**
  Through the increased availability and adoption of modern, digitally integrated tools and secure high-speed networks and practices, IT will further enable a shift in culture, workforce, and new modes of operation. Supporting staff and students to work and learn securely from any location, on any connected device, is an essential requirement for institutions that must respond to the increasing demands of a
globally connected community. The benefits and opportunities offered by a truly seamless and integrated campus extend far beyond our ability to work and learn effectively from any location. A borderless campus will also connect the University to hundreds of other world-leading institutions and research partners looking to collaborate using industry leading tools and technologies.

- **Organisational intranet**
  As part of the Digital Enablement and Adoption Strategy, ITS will consolidate and promote the use of appropriate internal communications tools beyond email, providing platforms to enable rich forms of internal communication. The previous IT strategy focused on the delivery of our core external Content Management Systems, (UQ Drupal CMS) and the implementation of several significant web assets including Future students, Current staff and my.UQ for students. These investments consolidated a significant number of University websites and digital content into a one stop shop for UQ information and services. It did not however address the modern collaborative requirements of organisational units, staff and students to create, share and communicate internally on projects, processes and activities. The Digital Enablement and Adoption Strategy will seek to address these requirements, improving internal communication channels and further reducing information silos to drive an uplift in learning and working efficacy.

- **Data retention and compliance**
  Of significant importance to the University is the protection, management and retention of large volumes of information that is stored in existing systems and also shared across the world. While existing tools exist to manage this data in the form of records management software, it is important that ITS extends this capability to increase adoption and ease of use across a range of existing and new sources of shared information. It is critical that technology selection practices support data management processes – this will allow UQ to meet and exceed compliance requirements without introducing unnecessary complexity activities.
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