

CITY OF GLASGOW
COLLEGE

Let Learning Flourish



2021-2030
Digital Strategy

MACRO-ENVIRONMENTAL CONTEXT

The Covid-19 pandemic has changed how we live, socialise and learn; with public finances under severe strain due to competing priorities, against a backdrop of predicted significant unemployment.

Every crisis provides opportunities to exploit, with a number of policy proposals published over the previous 10 months. The Cumberford-Little Report (2020) started the process proposing a refreshed role for colleges within an agile, collaborative, and inclusive tertiary education system.

Cumberford-Little paved the way for Phase 1 of the SFC's report on coherence and sustainability, and has heavily influenced the work by the UK-wide Independent Commission on the College of the Future.

We will pursue digital innovation, transformation and opportunities to disrupt "traditional" learning with an active collaborative learning model. This Digital Strategy will ensure we are positioned to exploit the substantial opportunities which a coherent, tertiary system will offer our learners and future employers.

The refreshed 10 year City of Glasgow College Digital Strategy looks to continue the progress made during the delivery of the previous Systems Integration Strategy. This harnessed the huge technology investment made

during the new Campus development to "ensure that teaching, learning and College business systems are technology rich, efficient, effective and integrated."

Having accomplished much of what was set out within the Systems Integration Strategy over the past 5 years, to support the increasing expectations of our "Super College" learners and staff, and to help focus our efforts over the next 10 years, a new Digital Strategy has been developed in partnership with key stakeholders.

Where the objective of the Systems Integration Strategy was to improve the "on-campus" learning experience, the College's Digital Strategy will leverage technology to enrich both the learner and staff experience, irrespective of location, through the provision of a "Digital Campus".

Extensive engagement with both learners and staff helped develop this Strategy and through our conversations, a number of strategic objectives have been identified - Active Collaborative Learning, Access Anywhere, People Centered, Data-driven Decisions and continued System Integration. Cyber-Security will also be at the heart of every technology decision and through robust identity and access management, will ensure our systems and data are secure.



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INSPIRATION | EXCELLENCE | INNOVATION



INTRODUCTION

Through significant technology investment including; Office 365, MS Teams, Zoom and Myconnect, our staff and learners now have access to more integrated and collaborative platforms encouraging the wider College community to learn together, independent of physical location. Embracing cloud-based systems, City of Glasgow College is now positioned to increase system mobility and integration by driving our intelligent process automation ethos of "simpler, faster, smarter".

Forward-thinking organisations such as the College, invest in technology and embrace a culture of innovation and continuous improvement. In doing so they improve staff work/life balance levels, customer satisfaction levels, and are able to pivot to new delivery models at short notice, with minimal disruption.

We have an opportunity to disrupt traditional learning and teaching at City of Glasgow College and be positioned to exploit the undoubted opportunities identified within the Cumberland-Little Report, through tertiary sector transformation. To embrace this opportunity, new skill sets will be required, new behaviors expected and working practices will improve as they evolve.

Each of the 6 Digital Strategic Aims supports the College Purpose to "Let Learning Flourish" by enabling the other 4 Key College Supporting Strategies - The Student Academic Experience, People and Culture, Corporate Development and Sustainability Strategies and the College Priorities, by addressing an opportunity to improve our Learner Journey through our way - Inspiration, Excellence and Innovation.



IT PURPOSE

“Leveraging technology to provide a personalised, innovative and inclusive IT Service empowering the City of Glasgow College to truly “Let Learning Flourish”

A People-Centric IT Service

The IT Team will work in partnership with students and staff to understand their needs, develop innovative technology solutions to meet those needs, and act as the interface into the underlying technology.

Positive Student & Staff Technology Experience

Service Desk Team

Systems Analysis

Development Team

Networking & Security

Infrastructure Team

Technology



STRATEGIC ALIGNMENT

Supporting the 4 College Strategic Themes and 8 Strategic Priorities:

- Priority 1 To be an inspirational place of learning
- Priority 2 To enable individuals to excel and realise their full potential
- Priority 3 To live our values, value our people, and innovate in partnership
- Priority 4 To be a valued partner of the city region, supporting the national economy, and the international learning community
- Priority 5 To deliver excellence in performance
- Priority 6 To be efficient, effective, innovative and vigilant
- Priority 7 To maintain our long-term financial stability
- Priority 8 To secure diversity of income and sustainable development

College Theme	Students		Growth & Development		Performance and Processes		Financial Sustainability	
	1	2	3	4	5	6	7	8
College Priority								
Digital Aim								
Active Collaborative Learning	✓	✓	✓	✓	✓	✓	✓	✓
Access Anywhere	✓	✓	✓			✓		
Cyber Security	✓	✓			✓	✓	✓	
Data-Driven Decisions	✓	✓	✓	✓	✓	✓	✓	✓
System Integration	✓	✓			✓	✓		
People Centred	✓	✓	✓		✓	✓		



AIM 1

Active Collaborative Learning

Objectives:

- Replacement of Virtual Learning Environment (VLE)
- Working with LTA on Pedagogy and Learning spaces & required technology skills base
- Office 365 Tenancy Consolidation
- Student Mobile App
- Replacement of Citrix “Virtual Desktop Infrastructure”

O B J E C T I V E S

AIM 1

Active Collaborative Learning

Customer Priorities:

- College Business Apps
- IT Innovation Leadership
- Infrastructure
- Student Learning IT Support

Impacts:

- Disrupts traditional didactic learning model supporting an immersive, digital learning environment
- Supports asynchronous & synchronous learning, both on and off campus
- Improves student & staff collaboration
- Improves student & staff end user computing experience

P R I O R I T I E S / I M P A C T S

AIM 2

Access Anywhere

Objectives:

- Office 365 Tenancy Consolidation
- Provision of Staff VPN
- Student\Staff Mobile App development
- Increase College cloud presence
- Enterprise Certificate Authority provision

O B J E C T I V E S

AIM 2

Access Anywhere

Customer Priorities:

- College Business Apps
- IT Service Desk
- Infrastructure

Impacts:

- Improved student & staff end-computing experience
- Improve collaboration between students & staff
- Seamless 'access anywhere' System experience
- Improve communication to students & staff
- Improve student learning experience
- Location independence supports "organisational plasticity" allowing the College to pivot quickly and weather future challenges and minimise disruption
- Reduce latency & increase responsiveness of College systems accessed "off campus"
- IT can support students & staff anywhere and manage application deployment

P R I O R I T I E S / I M P A C T S

AIM 3

Cyber Security

Objectives:

- Cyber Essentials Plus accreditation
- Encrypted Email Solution
- Cisco Identity Services Engine (ISE)
- Enterprise Mobility & Security Platform
- Centralised Authentication and Authorisation Platform
- Ethical Hacking\Cyber Security learning environments
- Multi-Factor Authentication

O B J E C T I V E S

AIM 3

Cyber Security

Customer Priorities:

- Infrastructure
- IT Innovation Leadership

Impacts:

- College systems running latest security updates
- Provision of secure communication channel
- Securing internal network including client posture checking
- Improved remote management of College-owned devices
- Provide enhanced access and network control
- Segregate College network lowering risk of internal cyber attack

P R I O R I T I E S / I M P A C T S

AIM 4

People Centred

Objectives:

- Develop and Publish IT Customer Charter
- New IT Service Desk system & Service Level Agreement
- Intelligent workflow development
- Applications designed in partnership with End Users
- New Staff Intranet
- Facilitate culture of technology self-service

O B J E C T I V E S

AIM 4

People Centred

Customer Priorities:

- IT Service Desk
- IT Innovation Leadership
- College Business Apps

Impacts:

- People at the centre of every IT decision
- Improved IT Service Desk response & resolution times
- Intelligent Process Automation simplifies tasks & removes duplication
- Promotes partnership working
- Increase staff confidence in technology & the IT Service
- Remove perception that IT is inflexible
- Staff can focus on their value-adding roles without having to worry about technology
- Reduces staff IT service requests turnaround time
- Enhanced end-user technology experience

P R I O R I T I E S / I M P A C T S



AIM 5

Data Driven Decisions

Objectives:

- Design and Develop College Data Warehouse
- Microsoft Power Business Intelligence (BI) dashboard development and rollout
- Develop Customer Relationship Management (CRM) platform
- Exploration of Internet of Behaviours (IoB) opportunities

O B J E C T I V E S

AIM 5

Data Driven Decisions

Customer Priorities:

- IT Innovation Leadership
- Data Quality
- Analytical Capability and Reports
- College Business Apps

Impacts:

- Improved capability supporting evidence-based management decisions
- Provides foundation to develop predictive analytics & machine learning providing competitive advantage
- Access to real-time data increases speed, accuracy, and ease of decision making
- Streamlines monitoring & reporting of regulatory & legislative obligations
- Supports concept that “missing” data is often more meaningful than “known” College data
- Ability to harvest data from disparate (external & internal) sources, enriched to provide value-adding insights
- Supports Taught Degree Awarding Power ambition

P R I O R I T I E S / I M P A C T S

AIM 6

System Integration

Objectives:

- Enquirer and College Application Consolidation
- Federated Identity Management (FIM)
- Application Programming Interface (API) development
- IT Governance & Design Principles

O B J E C T I V E S

AIM 6

System Integration

Customer Priorities:

- College Business Apps
- IT Service Desk
- Infrastructure

Impacts:

- User friendly systems
- Continuous improvement culture
- Single Sign-On (SSO) for College Systems
- Secure Identity Management
- Ensures new College Systems are compatible through agreed design principles & implemented using structured project management

P R I O R I T I E S / I M P A C T S

SUCCESS MEASURES

Recognising the success of the Digital Strategy over the first three years:

Year 1

- Successfully deliver approved Digital Transformation projects.
- Procure and support implementation of a replacement Virtual Learning Environment (VLE).
- Re-design and plan replacement of the College Virtual Desktop Infrastructure (VDI).
- Continued Cyber Essentials Plus accreditation.
- Innovative Student Mobile App developed.
- Robust IT Governance established; IT system design principles, change and configuration management.
- Office 365 Tenancy Consolidation.

Year 2

- Staff can access the data they require easily to make evidence-based decisions.
- Paper-based manual processes are replaced with automated intelligent processes.

- Rollout of redesigned, digitally enabled active collaborative learning.
- College data is stored and processed in accordance with the current Data Protection legislation.
- Personalised digital experiences for staff that make IT systems easier to use and data easier to find.

Year 3

- Students & Staff have a seamless, wall-less "Digital Campus" experience, irrespective of location.
- Issues logged with the IT Service Desk reduced by 15%.
- IT Customer satisfaction increased from 70% to over 85%.
- Federated Access facilitates single-sign on for students & staff.
- Individual wellbeing increases with technology improving work\life balance through "access anywhere".
- Enquirer System functionality de-constructed and re-developed where appropriate.



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