Conclusion.

This is an exciting time for Digital and Information Services as we seek to harness the transformative potential of the digital age to dramatically advance learning, teaching and research in Ulster University. So much of what the University is seeking to achieve will be enabled by digital and we look forward to being a part of that journey as the University prepares to enter its fifth decade.
Before presenting the major themes of the Digital Strategy, these guiding principles describe the spirit of what we are trying to achieve with our Digital Strategy. They will also serve as a playbook for how we carry out our work:

- Spend more of our digital resources on supporting learning & teaching and research.
- Focus on open architectures and open data to allow flexibility, integration and interoperability.
- Be innovative in our solutions, aiming for efficiencies, an improved user experience, cost savings and a return on the investment.
- Challenge existing processes, identifying opportunities for simplification and ease of use.
- Apply appropriate project management methodologies that are agile and fit for purpose, with a focus on outcomes.
- Forge strategic partnerships and leverage resources outside the University to accelerate our ability to deliver solutions.
- Be more customer-focused in our work and communications.
- Seek out solutions that are accessible and reduce our impact on the environment.
- Change the role that we play within the University to become a trusted partner that empowers and supports our students and staff.

To achieve this vision and support the University in achieving its 5&50 objectives, six strategic themes have been identified:

These themes have been derived from consideration of the student journey, developed in collaboration between students (full-time, part-time and prospective), academic staff, professional services staff, and parents. They seek not only to address the ‘pain points’ identified in the student journey but, from consideration of leading practice in other universities, to also help the University leap-frog our competitors. In addition, they aim to support the University’s research by providing specialist digital resources as well as tools for easier management of research.

<table>
<thead>
<tr>
<th>STRATEGIC THEMES</th>
<th>1 Digital Foundations</th>
<th>2 Digital Communications</th>
<th>3 Experience Ulster</th>
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<tbody>
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<td><strong>Laying foundations for smarter, more digitally-enabled campuses</strong>&lt;br&gt;Aim: To create the right technical and operational infrastructure across the University to improve both students’ and staff members’ abilities to access digital tools on campus. The theme should also better support existing and future digital initiatives.</td>
<td><strong>Improving communications to ensure that staff and students are informed</strong>&lt;br&gt;Aim: Supporting Marketing &amp; Communications to improve both internal and external communications across the University by delivering a comprehensive digital communications strategy with accompanying communications guidelines. The theme should create more effective and sustainable communications.</td>
<td><strong>Enabling prospective students to experience Ulster before arrival</strong>&lt;br&gt;Aim: Supporting Marketing &amp; Communications and Student Administration to provide prospective students (and other stakeholders) a greater insight into the Ulster University experience and to support them through the application process and the period prior to joining the university. The theme should supplement existing “pre-arrival” programmes, such as school visits.</td>
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<td><strong>Digitally supporting students throughout their studies at Ulster University</strong>&lt;br&gt;Aim: Supporting the Education portfolio and Campus Life to create a digital study support resource for current students that helps them through university life by providing a single point of access to important tools and information.</td>
<td><strong>Enabling academic staff to record their research and understand its impact</strong>&lt;br&gt;Aim: Supporting the Research &amp; Impact portfolio to create a comprehensive research resource that enables academic staff to record their research and understand its impact. This could also improve the research relationships between staff and the student access to research.</td>
<td><strong>Improving external partnerships and the alumni experience</strong>&lt;br&gt;Aim: Supporting Development &amp; Alumni Relations Office to create meaningful digital networks for staff and students at Ulster University, thus facilitating alumni and staff in staying connected and sharing their experience whilst increasing the desire to fund raise and mentor at Ulster University.</td>
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