**UAL Digital Life: Programme Brief**

**A programme brief is a snapshot in time. It documents the discovery, progress, conclusions and direction as a way of agreeing the basic approach and scope for a programme and to help determine if that programme is viable. After approval it is not maintained or updated, its component parts will evolve into a number of programme documents that provide greater detail and accuracy.**

### Vision for the programme, its benefits and the capabilities we will deliver

<table>
<thead>
<tr>
<th>Outline Vision - What we will have achieved when the programme completes</th>
<th>Vision:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>“We provide an inspirational digital experience through rapid, future oriented and continuous innovation that:</td>
</tr>
<tr>
<td></td>
<td>• focuses on our students and the arts</td>
</tr>
<tr>
<td></td>
<td>• transcends university, college and departmental boundaries</td>
</tr>
<tr>
<td></td>
<td>• promotes learning, collaboration, mobility and community”</td>
</tr>
</tbody>
</table>

**Principles:**

- accessible, available everywhere, at all times
- minimal duplication and complexity
- built on a digital mesh from within the institution and outside
- our community delights in our digital services, evangelises and challenges us
- other institutions look to us for inspiration
- sometimes world class, sometimes simply fit-for-purpose
- rapid and regular change
- individuals receive personalised experience, consuming services where, when, how they wish
- each College able to surface its uniqueness as part of a single vibrant digital University
- digital learning innovation investigated and integrated where value added
- digital by default

**Digital Life Definition:**

“the use of online tools and services that allow an individual to live an online life to such an extent that it complements and in some cases replaces physical interaction; a life that is rich, rewarding, immersive, compelling, collaborative, involved, socially engaging and diverse; a life using a mesh of online services where concerns of privacy and ownership are unimportant”
### Benefits - How will we know we've been successful - both benefits and disadvantages

To be completed by Project SRO’s and Project Managers in conjunction with the Programme Manager:

1. …
2. …
3. …
4. …

### Where we are today

Not starting from scratch; many isolated areas where we have good digital presence and innovation; programme required to coordinate initiatives and achieve consistency whilst allowing innovation; funding is available; limited progress following digital strategy review by Pete Cranston in 2010.

**What we do well:**

- Pockets of innovation using variety of tools for student interaction outside of lectures
- Virtual learning, portfolio, blogging tools used across colleges
- Adoption of facebook pages/twitter for news, promotions and events
- Digital literacy being addressed across all groups

**Areas for improvement:**

- Multiple ‘digital’ projects, with no definitive list, coordination, governance, ownership, accountability or consistency
- Limited communication between projects; few common goals
- Projects trying to grow and make up for lack of coordination; already examples of sprawl e.g. VLE and portal
- Missed opportunities – new digital branding won’t be ready in time for VLE or Portal
- Independent approaches
- Some linkage to medium term strategy, but unclear how to measure
- No IT support for digital experimentation forcing activity underground
- Digital presence confusing, inconsistent, focused on limited audiences
- Poor understanding of what already exists e.g. complaint that student communication not possible via SMS when already available
- Focus on internal structures rather than stakeholder requirements and audience segmentation
- Focus on traditional digital platforms under UAL control (i.e. website) rather than social community to which stakeholders belong (e.g. Facebook)
- Focus on old-school technologies (e.g. corporate email)
- Limited flexibility, capacity and increasing duplication
- Limited integration between technology platforms
- Limited and dispersed digital resourcing
- Minimum level of expected digital literacy within staff and student recruitment and review processes
**UAL Digital Life: Programme Brief**

- Alliance partners (universities and other organisations)
- Research community

### Other known interested parties
- Government
- UAL Students’ Union
- NUS
- UAL Governors
- Suppliers
- General public

### Environment

#### What are the risks involved
1. Tension between groups/colleges/centre
2. Internal ‘Competition’ inhibiting sharing
3. Complex/different business processes prohibit simple technology
4. Everything digital, making programme too big
5. Lack of priority - UAL unwilling to give up or delay ‘good’ ideas to deliver ‘great’ ones
6. Unwillingness to adopt agile/iterative rapid delivery models
7. Culture/resistance to change, fear of making the wrong changes
8. Availability of resource and financial support
9. Digital exposure – we do not naturally use digital
10. Overlaps in existing digital projects not understood (in particular web site, VLE and Portal)
11. Tension between longer term aspects in UAL (e.g. new course development and digital projects)
12. External factors (e.g. regulatory change, government agencies)
13. Well intentioned decisions made in ignorance of digital world
14. New ‘digital’ projects develop independently from programme

#### What is excluded
- Students’ Union sites/services

#### What constraints exist
- Existing funding and resources
- Regulatory requirements and education legislation
- Existing digital skills

#### What assumptions have been made
- Desire to be joined up in approach to digital projects
- Desire to make digital leap, not just catch up
- Willingness of colleges/centre to join within single programme
- Experimentation with new digital technology will continue
- Active involvement with stakeholders, especially students
- Eye towards future technology and change

#### What tolerances do we have
- Not all audiences are equal; strive to provide outstanding services for current students; attract the best new students
- Must not prohibit experimentation with new digital learning
### Options Considered

**Approach selected**

1. Adopt and support in-flight digital projects
2. New digital projects established with help of programme, encouraging, approving, monitoring, coordinating, resourcing and directing digital initiatives
3. Agile and light touch allowing innovation and experimentation, promoting accountability, transparency, collaboration and joined up thinking
4. Each project to have own SRO/project board, responsible to the programme board, to direct individual projects
5. Business Change managers identified, responsible/accountable for embedding long term programme benefits

**Options considered, but rejected**

1. Halt all digital projects, define meaningful cross-UAL programme to support medium term strategy, reconstitute appropriate projects to support programme; establish Programme Board to approve, monitor, control digital initiatives, managing top down
2. As chosen approach, except limit to central services
3. Continue to deliver discrete projects as now

**Reasons why alternatives rejected**

1. May achieve vision, but delay implementation of many projects and clashing with culture
2. Would not fulfil vision, central digital services ‘joined up’, college services would suffer
3. Would not fulfil vision, ad-hoc projects would deliver, service increasingly poor

### Projects and Scope

[Image of various digital technologies and services]
## Scope – what type of services or projects are part of this programme

- Student/Staff Portals and intranets
- Websites (all websites)
- Virtual and Distance Learning
- Online Library & Search
- JISC initiatives
- Digital Literacy for Staff and Students
- Social Channels (Facebook, Twitter, YouTube, Skype ….)
- Showcases and Portfolios
- Online recruitment, admissions and applications
- Organisational impact of Digital Life
- Electronic communication services

## Projects – that will be adopted by this programme and fall under its control

<table>
<thead>
<tr>
<th>Project</th>
<th>SRO</th>
<th>PM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student and Staff Portals</td>
<td>Elizabeth Rouse</td>
<td>Phil Swain</td>
</tr>
<tr>
<td>Web Refresh (information architecture, content and layout)</td>
<td>Frances Corner</td>
<td>Katie Christie/Mo-Ling Chui</td>
</tr>
<tr>
<td>VLE/LMS (Moodle, Turnitin, assessment, repository, blogs, mahara/workflow, drupal/process)</td>
<td>Nancy Turner</td>
<td>Angus Eason</td>
</tr>
<tr>
<td>Commonplace</td>
<td>Shan Waring</td>
<td>Siobhan Clay</td>
</tr>
<tr>
<td>Online Library &amp; Search (inc CALM archive)</td>
<td>Pat Christie</td>
<td>Sarah Mahurter</td>
</tr>
<tr>
<td>JISC (ALTO, Kaptur…..)</td>
<td>Nancy Turner</td>
<td>John Casey</td>
</tr>
<tr>
<td>DIAL</td>
<td>Shan Waring</td>
<td>Chris Follows</td>
</tr>
<tr>
<td>Platform X (Showtime and First Move)</td>
<td>Hannah Clayton</td>
<td></td>
</tr>
<tr>
<td>Jotta (Portfolio, Artscom VLE)</td>
<td>Dani Salvadori</td>
<td></td>
</tr>
<tr>
<td>Jotta (online admissions review)</td>
<td>Steve Marshall</td>
<td>TBA</td>
</tr>
</tbody>
</table>

## Linked Projects – those connected and that must support and comply with the programme goals and principles, but are not directly part of the programme

<table>
<thead>
<tr>
<th>Project</th>
<th>SRO</th>
<th>PM</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRM/Student Recruitment</td>
<td>Sian Sterling</td>
<td>Phil Swain</td>
</tr>
<tr>
<td>Web Infrastructure, access and security</td>
<td>John Brown</td>
<td>Justin Banbury</td>
</tr>
<tr>
<td>Model Studio &amp; BYOD (bring your own device)</td>
<td>John Brown</td>
<td>Karl Edmond</td>
</tr>
<tr>
<td>Effective Timetabling</td>
<td>David Garcia</td>
<td>John Carbery</td>
</tr>
<tr>
<td>Single Sign On (part of portal project)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identity Vault/Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>QL (finance) replacement</td>
<td>Martin James</td>
<td>Helen Stephens</td>
</tr>
<tr>
<td>QL (registry) replacement</td>
<td>Steve Marshall</td>
<td>TBA</td>
</tr>
</tbody>
</table>

## Missing Projects – projects that we should consider forming
1. Use of social channels and social media community (social media collaboration and use of disruptive technologies including Facebook groups for schools and iTunesU)
2. External showcases and portfolios – numerous platforms (inc Showtime, First Move, PlatformX, Jotta, process.arts) requires review and rationalisation
3. Intranet and internal communication – numerous projects, but not intended to address internal collaboration, community or communication
4. Expanded or increased DIAL to improve digital literacy in staff
5. Organisational structure, if digitally successful what changes are required

**Programme management team structure**

**Programme SRO** – Stephen Reid
**Programme Manager** – Steve Howells
**Programme Board** – Prog SRO, Prog Mgr, Frances Corner/Hannah Clayton, Ben Westhead, Martin James, Dee Searle, Nancy Turner, John Brown/Andy Dean + Project SRO’s and BCM’s as required

**Business Change Managers (BCM’s)** – individuals within operational areas responsible for embedding/delivering long term programme benefits.

**Programme Team** – project PM’s and Prog Mgr (project PM’s report to project SRO’s, but have dotted line to Prog Mgr)

**Digital Forum(s)** – wider group for virtual discussion and workshops made up of those most interested and most resistant to digital change.

*Note: Programme Manager ex-officio seat on all project boards.*

**Programme approach**

- Light touch ‘Managing Successful Programmes’ Programme Management
- Agile iterative project approach, regular deliverables
- Benefits focused, accountability for delivery
- Project teams/boards able to focus on their projects
Reference documents/products

- Presentation: What is Digital and Why is this a Programme?, June 2012, Steve Howells
- Report: Becoming Digital, September 2010, Pete Cranston
- NUS ICT Charter, 2012

Document Control

<table>
<thead>
<tr>
<th>Title</th>
<th>UAL Digital Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reference Number</td>
<td></td>
</tr>
<tr>
<td>Version</td>
<td>Digital Life Programme Brief V1.0</td>
</tr>
<tr>
<td>Date</td>
<td>22nd June 2012</td>
</tr>
<tr>
<td>Author</td>
<td>Steve Howells</td>
</tr>
<tr>
<td>Distribution</td>
<td></td>
</tr>
</tbody>
</table>

Revision History

<table>
<thead>
<tr>
<th>Date</th>
<th>Version</th>
<th>Description</th>
<th>Changed by</th>
</tr>
</thead>
<tbody>
<tr>
<td>22/06/2012</td>
<td>0.x</td>
<td>DRAFT - feedback from various</td>
<td>S Howells</td>
</tr>
<tr>
<td>07/08/2012</td>
<td>0.13</td>
<td>DRAFT - issued to Programme Board for feedback</td>
<td>S Howells</td>
</tr>
<tr>
<td>30/08/2012</td>
<td>0.14</td>
<td>DRAFT - feedback from Dee Searle</td>
<td>S Howells</td>
</tr>
<tr>
<td>03/09/2012</td>
<td>0.15</td>
<td>DRAFT - feedback from Programme Board</td>
<td>S Howells</td>
</tr>
<tr>
<td>11/09/2012</td>
<td>0.16</td>
<td>DRAFT - feedback from Stephen Reid to make programme brief more concise</td>
<td>S Howells</td>
</tr>
<tr>
<td>12/09/2012</td>
<td>0.17</td>
<td>DRAFT – revised vision</td>
<td>S Howells</td>
</tr>
<tr>
<td>13/09/2012</td>
<td>1.0</td>
<td>Final Approved Copy</td>
<td>S Howells</td>
</tr>
</tbody>
</table>