



Title: Digitalization strategies in HEIs: A mean to respond to the needs of students, staff, and the society. The case of a German Higher Education Institution.

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Digitalization of higher education is a transformative process that substantially influences all activities of higher education institutions.

It permeates all processes, places, formats and objectives of teaching, learning, researching and working in higher education.

This digital transformation includes the development of new infrastructures and the increasing use of digital media and technologies for teaching and learning, research, support services, administration and communication, but also the need of students and staff to develop new (digital) skills for their current and future workplaces.” (Rampelt et al., 2018a).



 **Digital Education Action Plan**

**Improving Equity in Higher Education** 

 **Aligned with the mission of the Bologna Process**

**SD4 - INCLUSIVE AND EQUITABLE QUALITY EDUCATION** 



## Research Problem

There had been some studies that are researching the need of introducing digitalization in the field of higher education, but these can be either too specific or their results cannot be generalized in a broader context.

With the current study, an insight on the factors for the development and implementation of a digitalization strategy were explored. This study was unique on its field since it is going to emphasize in the German University of Applied Sciences of Osnabrück.

## Research Questions

1. What are the success factors for the development and implementation of a digitalization strategy and how successful is the University of Applied Sciences Osnabrück?

2. What is a digitalization strategy and what are the steps of strategy development and implementation?

## Research Methodology

1. Qualitative (Interviews with all the involved stakeholders)



## Research Methods

1. McKinsey 7s Framework
2. Digitalization Framework by Almaraz-Menendez et al.

## Research Goals

Analysis of the impact of the digitalization with the following success factors:

1. Structure of the Organisation
2. Skills
3. Values
4. Systems- Financial Situation
5. Vision

Digitalization in Higher Education  
as of the the framework by Almaraz-Menendez et al.(2016)

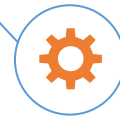
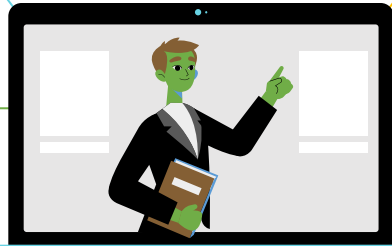
Analysislevel	Variables
01.- TheUniversityCampus	01.01 Mobilityaroundcampus
	01.02 Sustainability of the university campus
02.- ITInfrastructure	02.01 Infrastructureforinformationprocessing
	02.02 Communicationsinfrastructure
03.- Administration	03.01 Automatization of university management processes
	03.02 Digitalization of the user experience
	03.03 Impact on interactions with the environment
04.- Teaching	04.01 Face-to-faceteaching
	04.02 Online teaching
	04.03 Teaching innovation
05.- Research and knowledge transfer	05.01 Digital resourcesforresearch
	05.02 Digital networks to knowledge transfer
06.- Marketing	06.01. Recruiting new students
	06.02. Staying in touch with former students
	06.03. Acquiringadditionalfunds
07.- Communication	07.01. Externalcommunciation
	07.02. Internalcommunciation
08.- Governance of digital transformation	08.01. Responsibility for digital transformation

# Way Forward – Lessons Learnt

1. Inclusive and Open Feedback Round.

2. Avoid using Top-Down Process.

3. Establish a digital hour.



4. Communicate with the wider stakeholders via Newsletter and Social Media presence.

5. Follow Up and Discussion.

6. Understand the Diverse Skill Set and give time.

## Questions



1. Do you have a digitalization strategy at your university?
2. If yes are you aware of it?
3. Has it been useful ?



THANK YOU

