Digital transformation (Dx) is a series of deep and coordinated culture, workforce, and technology shifts that enable new educational and operating models and transform an institution's business model, strategic directions, and value proposition. Dx can make institutions more resilient, flexible, and relevant as they face an array of increasingly difficult challenges.

But what does that look like in practice? How do you know where your institution stands? This list is intended as a way for you to get a sense of your institution's progress on that journey and to learn about how you can move forward.

Are you working toward transformation related to...

- One of your institution's major challenges, such as student success, financial health, reputation and relevant, or external competition
- Institutional value proposition
- Change in business model
- Institutional or departmental strategic direction

Will the outcome...

- Be substantial
- Have a profound impact
- Result in tangible and fundamental change

Are you working toward deep and coordinated change?
These elements might not be necessary for initial Dx efforts, but should be present as Dx initiatives expand. Is there evidence of...

- Visible support from senior leadership such as presidents, provosts, and boards
- Broad C-suite involvement in planning and coordination
- Explicit Dx plan or roadmap
- Dedicated leadership for Dx
- Funding viewed as an investment toward a strategic outcome

Dx requires institutional change in culture, workforce, and technology. Is your institution working toward these changes?

This is an excerpted version of the article Digital Transformation Signals: Is Your Institution on the Journey?
Find it and more Dx resources at www.educause.edu/dx
Culture Shifts
Is there evidence of these shifts in culture?

- Focus on institutional goals
- Focus on institutional differentiation
- Strategic innovation aimed at key institutional ambitions
- Focus on student and faculty success
- Leaders willing to consider new strategic directions
- Reliance on data and analytics to adjust institutional course
- Shift from risk aversion to risk management
- Institutional flexibility and agility
- Effective governance
- Explicit change management
- Unprecedented cross-organizational alignment and collaboration
- Culture of trust
- Innovative procurement practices
- Focus on diversity, equity, and inclusion
- IT charged with identifying new digital strategies

Workforce Shifts
Is there evidence of these shifts in workforce?

- New jobs and roles, e.g., chief data officer, chief innovation officer, vendor management, business relationship management
- Familiarity with the “business” of higher education
- Increasing importance of architecture
- Expanding IT liaison roles that align with institutional strategy
- Roles that cross boundaries (e.g., position residing in an academic department with close ties to IT)
- Role agility involving new and shifting competencies across many roles
- Increasing importance of skills such as teamwork, collaboration, and communication
- Institutional focus on career growth and development
- Flexible schedules and work locations
- Focus on diversity, equity, and inclusion

Technology Shifts
Is there evidence of these shifts in technology?

- Agility
- Intentional strategy for sourcing technology-related services (e.g., cloud, on premises, shared services, consortial arrangements)
- Technology and enterprise architecture with agility and flexibility as key priorities
- Focus on business outcomes
- Close relationship between technology planning and institutional goals and strategies
- Cybersecurity sophistication
- Explorations with emerging technologies in service to institutional priorities
- Defined data and analytics strategy, including considerations for data privacy and ethics
- Support for diversity, equity, and inclusion in the development, selection, and deployment of new technologies
- Advances in research computing capabilities

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