

CLASSIFICATION

DIGITALISATION; MORE THAN TECHNOLOGY ALONE

SEG DIGITALISATION FINAL REPORT

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UNIVERSITY OF TWENTE.



INTRODUCTION AND THANKS

This is the final report of the SEG Digitalisation. First, we discuss the Shaping2030 Mission, Vision, and Strategic Goals. Then, we elaborate on the relations with the other SEGs. In the Chapter 3 we shortly explain the results of this SEG and lastly, we discuss how the responsibilities and activities of the SEG will continue after 1 January 2023. We have been working on the SEG Digitalisation in alternating compositions and we would like to express our thanks to Erik van den Bosch, Karin Dirksen, Koen Hasperhoven, Stephanie Hessing, Tom Lamaker, Jan Laurens Lasonder, Frank Snels and Jochem Vreeman for taking part in the SEG, sharing their enthusiasm and knowledge. Also, we would like to thank Vincent Hövels and Leontien Kalverda for their support from the Shaping2030 team.

The Digitalisation Vision and Roadmap have been shared with countless people throughout the University. We would like to thank everyone who had an idea to share, a brain to pick and a comment to make for making the plans better.

Daisy Oolbekkink, SEG Lead
Maarten van Steen, Sponsoring Dean

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1. DIGITALISATION IN SHAPING 2030

1.1 MISSION, VISION, GOALS

Starting point for the SEG Digitalisation were the mission, vision, and goals as they were published in the Shaping 2030 documents:

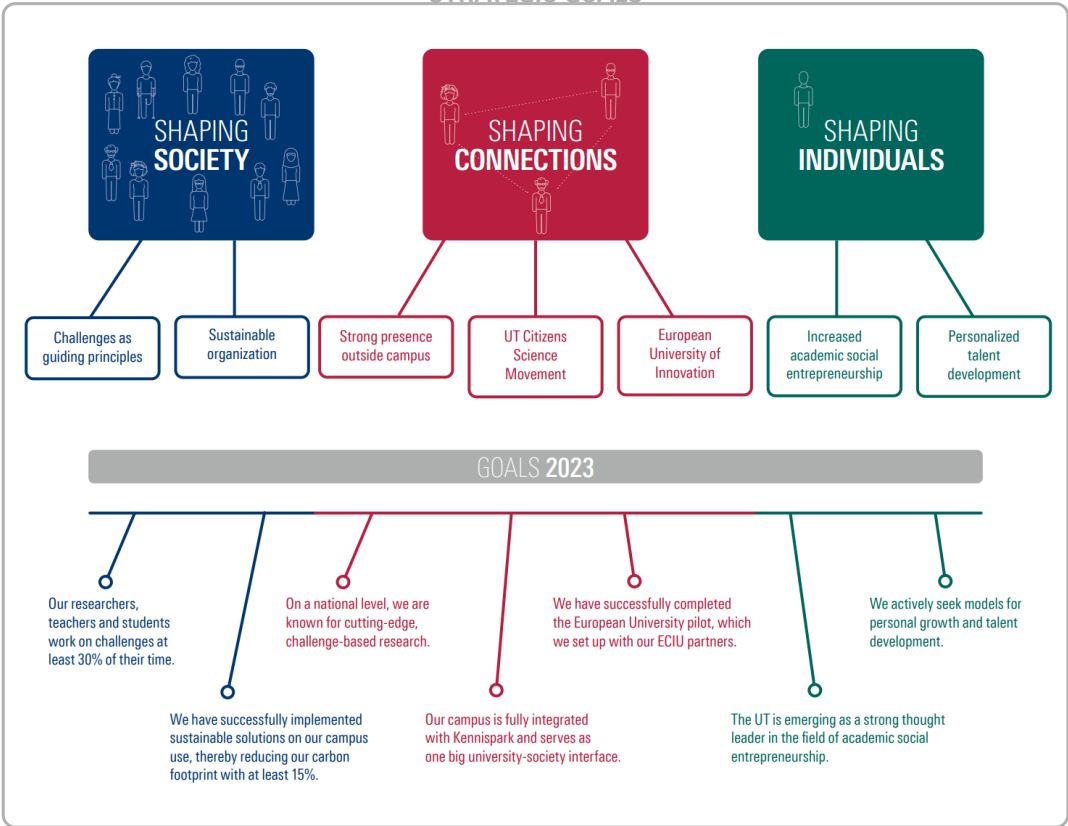
MISSION

THE UNIVERSITY OF TWENTE IS THE ULTIMATE **PEOPLE-FIRST** UNIVERSITY OF TECHNOLOGY. WE **EMPOWER SOCIETY** THROUGH **SUSTAINABLE SOLUTIONS**.

VISION

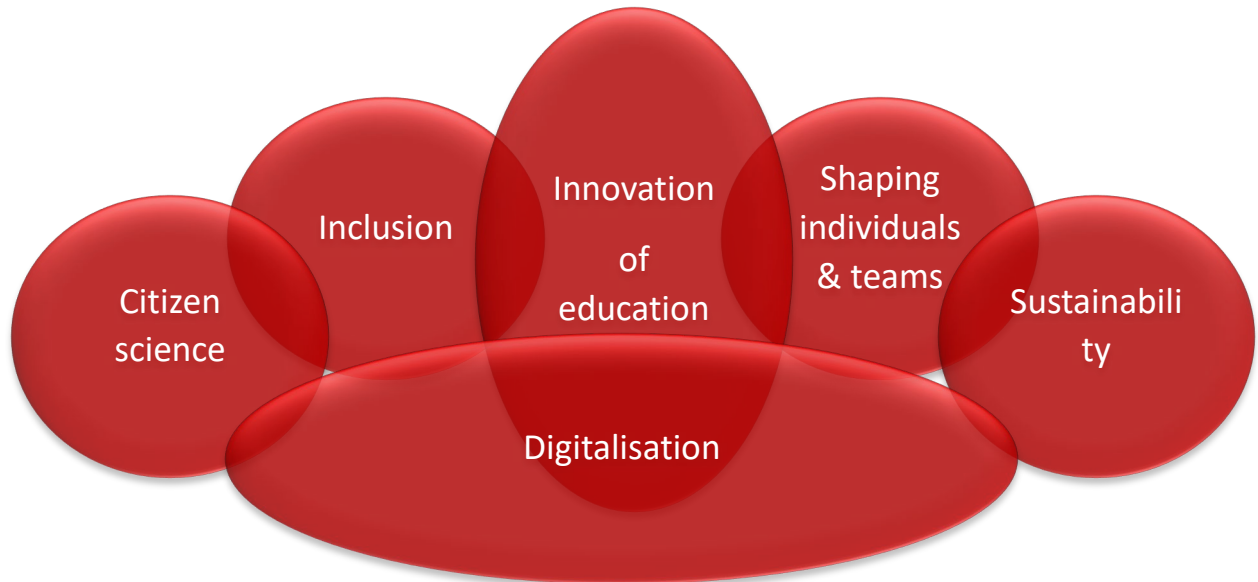


STRATEGIC GOALS



2. RELATIONS TO THE OTHER SEG'S

In addition to the SEG Digitalisation, other SEGs have been implemented. See also the image below. For all SEGs, digitalisation can help meet their goals. In the past years, we have discussed this and acknowledged the value of cooperation. After the dissolving of the SEGs in their current form, we will stay connected and move forward together.



3. RESULTS

The SEG Digitalisation has delivered results that enable the University to keep on deriving IT Strategy and goals from the Universities strategy and to prioritise and choose where to develop digitally.

3.1 IT-GOVERNANCE STRUCTURE

Advice to do some changes and additions to the IT-Governance structure has been proposed to the vice president of the Executive Board. We expect finalisation and implementation beginning of 2023

3.2 DIGITALISATION VISION

Derived from the Shaping2030 strategy, the SEG drew up a digitalisation vision. This vision will guide us in the next years and steer the Digitalisation Roadmap. The digitalisation vision was discussed throughout the University and approved by the Executive Board on March 7th, 2022

2. DIGITAL TRANSFORMATION at the UT UNIVERSITY OF TWENTE

Belief The digital world we live in represents amazing, undiscovered opportunities for us to grow, improve and reinvent ourselves as a university. Yet at the same time it poses challenges and threats, both on the technological and the people side. Competitors from unexpected industries enter our market with disruptive business models. More advanced (cyber) threats pop up daily. New technologies become obsolete in a flash. People need (digital) skills tomorrow that don't exist today and steering one's development requires much more than having those skills alone. Hybrid ways of working, independent of time (zone) and place, are becoming the standard and challenges us to find a new balance between physical and digital contact.

If we want to reach our ambitions in this fast and continuously changing, ambiguous world, we do not only need to be ready for change, we need to take charge of it. It is time to build on the digital foundation we have created so far and proactively drive the conceptual transformation of our university. To embrace 'digital' not as a tool, but as part of our very nature. To grow the mindset, skills and agility to become a truly digitally empowered university.

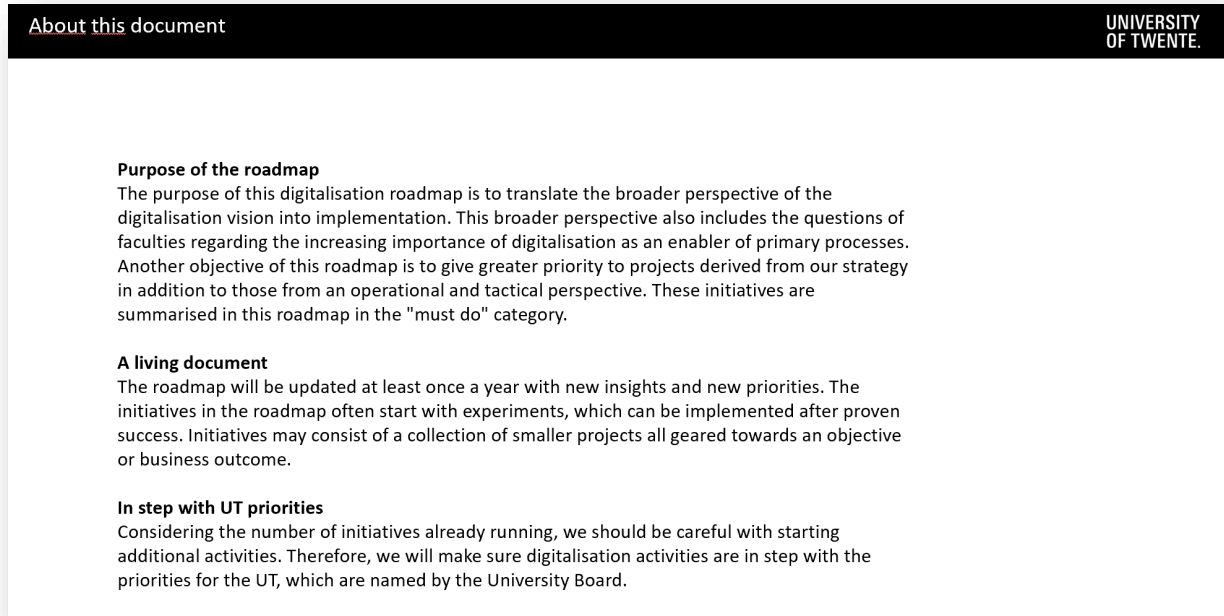
Philosophy Through our digital transformation, we want to empower our staff, students and partners to successfully, happily and confidently navigate today's and tomorrow's hybrid (physical and digital) world supporting them in achieving their objectives and ambitions. We do so by helping them become skilled and self-aware digital natives, developing personalised, reliable digital working and learning environments, enabling data-driven performance, and seamlessly connecting our physical and online world into an always available, smart and intuitive ecosystem: our Digital Campus. A cool and exciting place that serves as a playground for innovation, is a source of valuable data and a cradle for close, long-term personal and business connections. A place that offers a pleasant hybrid way of working and an inspiring high-tech experience to visitors and users alike.

Ambition It is our ambition to take pole position when it comes to digital transformation in our field. We want to be recognized as the most advanced digitally empowered university, both technologically and conceptually, excelling in security, availability, privacy and user-experience whether on or off campus. Reaching this ambition confirms and strengthens our position as a leader in (global) research collaborations and top ranking as a university.

Figure 1 - From the digitalisation vision

3.3 DIGITALISATION ROADMAP

Derived from the Digitalisation Vision, the roadmap has goals per domain as well as activities to reach those goals, The roadmap will be revised at least once per year. The roadmap was reviewed by many different (groups of) people throughout the University and approved by the Executive Board on March 7th, 2022. We are currently working on an update, which is expected by January 2023.



About this document UNIVERSITY OF TWENTE

Purpose of the roadmap
The purpose of this digitalisation roadmap is to translate the broader perspective of the digitalisation vision into implementation. This broader perspective also includes the questions of faculties regarding the increasing importance of digitalisation as an enabler of primary processes. Another objective of this roadmap is to give greater priority to projects derived from our strategy in addition to those from an operational and tactical perspective. These initiatives are summarised in this roadmap in the "must do" category.

A living document
The roadmap will be updated at least once a year with new insights and new priorities. The initiatives in the roadmap often start with experiments, which can be implemented after proven success. Initiatives may consist of a collection of smaller projects all geared towards an objective or business outcome.

In step with UT priorities
Considering the number of initiatives already running, we should be careful with starting additional activities. Therefore, we will make sure digitalisation activities are in step with the priorities for the UT, which are named by the University Board.

Figure 2 - From the Digitalisation roadmap

3.4 DIGITAL SKILLS ACTIVITIES

All sorts of activities have already started, or even finished, as the roadmap update will show. We would like to single out the initiative that has been started together with HR to enable teams and leaders to discuss the required digital skills for employees now, and in the future. This initiative started from a promising idea and, after small-scale testing with experts and prospective employees, has been implemented as a pilot from which point it can be further developed. This is a way of working we would like to see more of in the next years. Pitch an idea, prototype it when considered promising enough, and develop as needed.

4. HOW TO MOVE FORWARD FROM 2023 ONWARDS

After December 2022, when the SEG Digitalisation is dismantled, an IT-Strategy Board will be put in place to take over the Strategic tasks the SEG had. This will help ensure that the University of Twente will keep moving forward on digitalisation, reaching her strategic goals of Shaping Society, Shaping Connections and Shaping Individuals.