



Key strategy “Stronger Consideration of Digital Transformation Processes”

Shaping digital change

2020

Danube University Krems. The University for Continuing Education.

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1. Introduction

Digital transformation changes all societal relevant areas independent of "digital strategies" that nations or organizations develop. All universities face new challenges in their entire field of activity because of the digital transformation. Danube University Krems takes advantages of digital processes, media, as well as new didactic techniques at all levels to the benefit for its students and staff. This comprises teaching and research as well as technical systems and administrative processes. Following its key principles Societal Impact, Quality and Innovation, Danube University Krems especially as an institution for continuing education faces the challenges in particular to deliver concrete contributions in order to shape the emerging societal changes.

2. Strategic foundation

"Stronger consideration of digital transformation processes" is one out of eight key strategies of Danube University Krems. This document presents the concrete key strategy and thus supports the strategic goals of Danube University Krems:

- Leading university for continuing education in Europe
- High Quality
- Well-developed research with a clear profile
- Attractive partner for scientific institutions and non-university partners
- Intensified research-driven teaching
- Good balance between study, work and family
- Higher percentage of women in leadership positions

MISSION STATEMENT >



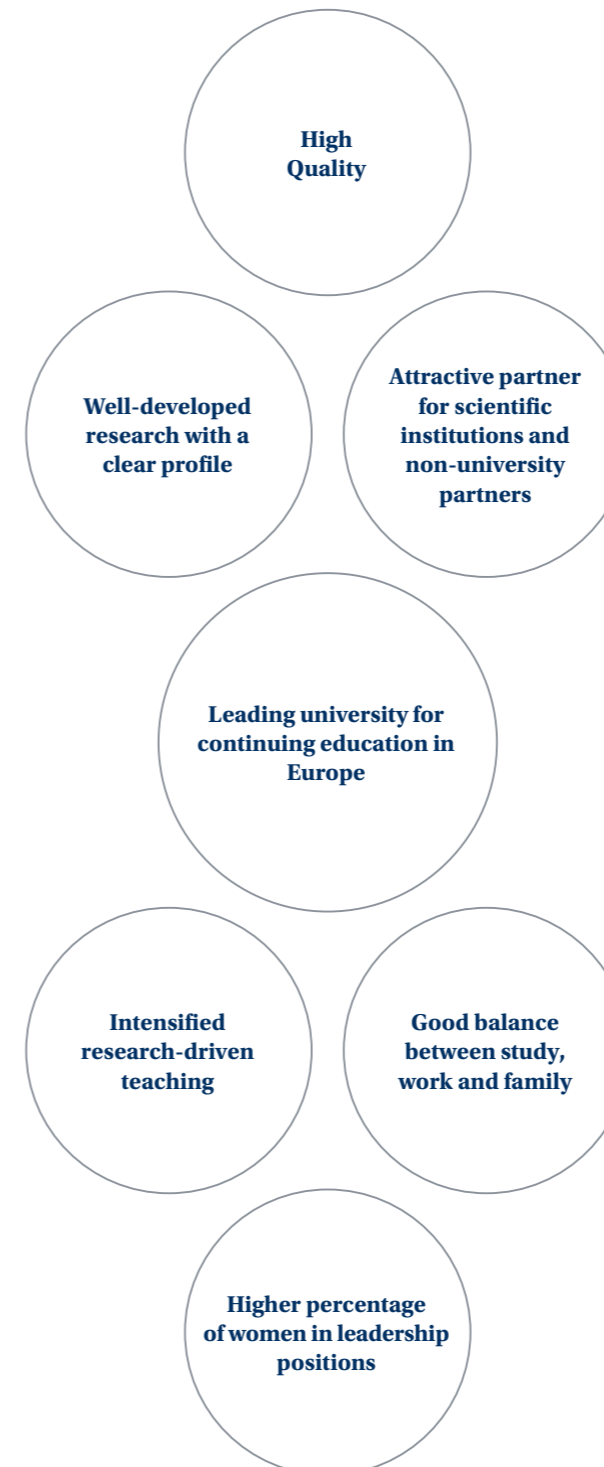
MISSION

Danube University Krems is the leading **public university** for **continuing education** in Europe. With its expertise in teaching and research it works to overcome **societal challenges**.

KEY PRINCIPLES



STRATEGIC GOALS >



KEY STRATEGIES >



3. Fields of action

The key strategy "stronger consideration of digital transformation processes" comprises four fields of action, which on the one side correspond to the core areas of a university – teaching and research – and the other side are designed to support structures, namely IT & Digital Services and Communication. These fields of action relate to ten priority measures, described in more detail in Chapter 6.

3.1 TEACHING / ACADEMIC CONTINUING EDUCATION

The university will develop concepts for role concept, teaching content, organizational models and financing of continuing education studies and thus become a leader in the field of continuing education to meet the challenges of the digital transformation. The following measures are planned as priorities (see Chapter 6):

- International think tank on the future of continuing education at universities, taking account of role concept, teaching content, organizational model and financing of continuing education studies.
- Flexible learning – based on a standardized learning platform all curricula and teaching content provide a modular design with a digital set up and are combinable in various ways.

3.2 RESEARCH

The university conducts research in digital transformation and thereby contributes to shape the changing societal and economic environment. Through an optimized digital infrastructure, it enables facilitated access to electronic resources and computing power and thus improves the sustainability of scientific exchange. The following measures are planned as priorities (see Chapter 6):

- Development of a PhD program on digital transformation.
- Creation of a user-oriented accessibility to electronic resources and support of Open Access publications.
- Establishment of an end-to-end digital process for the submission, processing and documentation of all research projects and continuous improvement of the research database.

3.3 IT & DIGITAL SERVICES

The university establishes a governance structure for digital transformation and ensures innovative opportunities for a modern working environment through digital infrastructures and services. The following measures are planned as priorities (see Chapter 6):

- Development of a decision-making basis for a future IT architecture based on the requirements of the faculties and administration.
- Development of framework conditions to enable location-independent working regarding the associated organizational, legal and technical requirements.
- User-friendly digitalization of the processes.

3.4 COMMUNICATION

The university regards communication as an essential element of digital transformation and promotes internal cooperation. By using digital and analogue potentials, internal and external communication will evolve. The following measures are planned as priorities (see Chapter 6):

- Development of a strategy of internal communication using digital collaboration and communication technologies.
- Evaluation of existing and alternative digital collaboration and communication tools.

4. Process of the creation

A broad survey of the digital status quo of the university has provided the basis for the development of the key strategy "stronger consideration of digital transformation processes". This took place in the form of a comprehensive series of interviews and workshops with the heads of all organizational units, to unfold the strengths as well as the potential for improvement and the opportunities and challenges of digitalization. The status quo of digitalization documented in research, teaching and administration outlined the basis to elaborate the key strategy.

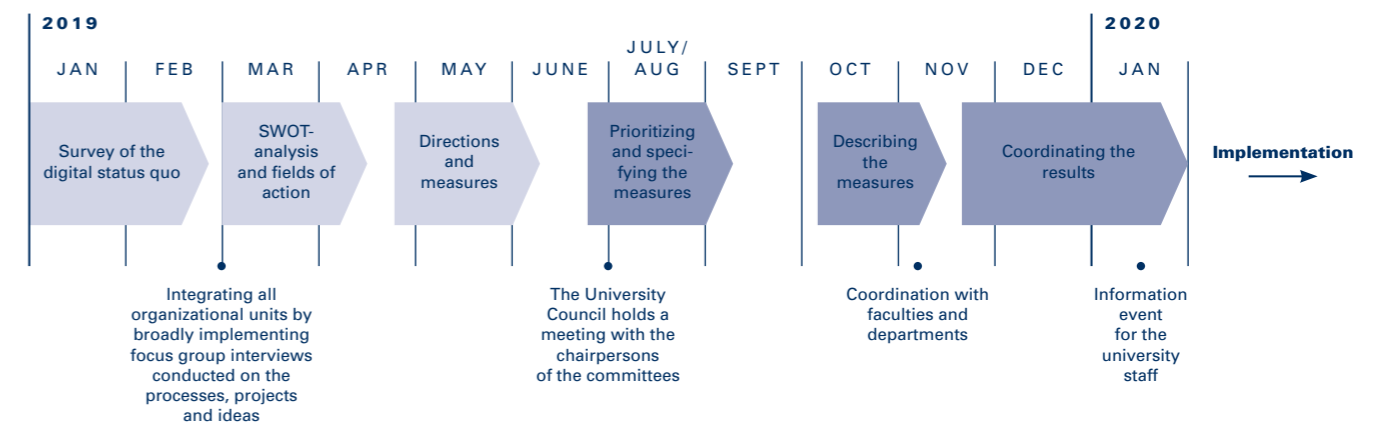


Image: Time line of the creation

5. Implementation

In order to develop, coordinate and support the individual digitalization projects, the Rectorate will set up a data and innovation team, under the lead of a Chief Digital Officer (CDO).

All participants are involved in the implementation process and the requirements and the expectations of the students are taken into account. For this purpose, university-wide workshops on the further development of the key strategy “stronger consideration of digital transformation processes” and workshops on specific topics will be held.

All proposed measures are medium- to long-term effective activities. Therefore, according to agile project management the steps will be planned to new requirements and changing framework conditions emerging during implementation.

After the regular rework of the development plan of the university, updates of the present strategy will be made, for the first time in 2021, in order to determine the orientation of the strategy and the implementation of the respective measures and to define further measures.

6. Measures

INTERNATIONAL THINK TANK ON THE FUTURE OF CONTINUING EDUCATION AT UNIVERSITIES, TAKING ACCOUNT OF ROLE CONCEPT, TEACHING CONTENT, ORGANIZATIONAL MODEL AND FINANCING OF CONTINUING EDUCATION STUDIES

Field of action	Teaching/Continuing Academic Education
Description of the measure	Organization of an international series of events in a think-tank format (in particular through the professorships for digital teaching, continuing education research and educational technologies and other experts within the university). Their focus is set transdisciplinarily on the organizational models, but also on understanding the roles (between students – university – external and internal teachers); topic-specific working groups carry out follow-ups. The results form the basis for the design and implementation of pilot projects.
Objective	Danube University Krems should continue to be the theme leader in academic continuing education – especially regarding organizational models and blended learning.

FLEXIBLE LEARNING – BASED ON A STANDARDIZED LEARNING PLATFORM ALL CURRICULA AND TEACHING CONTENT PROVIDE A MODULAR DESIGN WITH A DIGITAL SET UP AND ARE COMBINABLE IN VARIOUS WAYS

Field of action	Teaching/Continuing Academic Education
Description of the measure	In order to make teaching content optimally available and combinable throughout all departments and faculties, the curricula on the one hand have to be designed consistently in a modular manner and, on the other hand, the module descriptions have to be harmonized and digitally accessible for university members and students. Furthermore, it is important to define target-group-specific standards for digital teaching (especially considering didactics and procedures). In coordination with the Curriculum Commission and the Senate, curricula shall be analyzed in terms of previously unused synergy effects and a catalogue of concrete recommendations for action should be developed. In addition, a university-wide relevant differentiated system of standardized modules is to be developed (e.g. with regard to the number of ECTS credits per module, as well as didactic and technical implementation). A central electronic learning platform shall be available to access the module descriptions, the course-catalogue and the digital teaching units themselves. The results are continuously examined in pilot projects. Teaching content on digital transformation shall be implemented and developed in at least one pilot project in the three faculties.
Objective	The study contents are combinable and are digitally accessible. Standards for digital teaching units are defined.

THE ESTABLISHMENT OF A PHD PROGRAM ON DIGITAL TRANSFORMATION

Field of action	Research
Description of the measure	The PhD program "Technology, Innovation and Cohesive Society" will be developed and implemented as an English-speaking program at the interface of Social and Economic Sciences, Computer Science and Entrepreneurship. It refers to topics of digital transformation, innovation and business informatics. Effects of digitalization, both at the level of organizations and politics and society are taken into account. Potential resilience implications of new technologies and innovations are addressed and dealt with on a scientific level.
Objective	The establishment and implementation of the PhD program "Technology, Innovation and Cohesive Society" addresses scientifically the impact of new technologies on society, economy and administration.

CREATION OF A USER-ORIENTED ACCESSIBILITY TO ELECTRONIC RESOURCES AND SUPPORT OF OPEN ACCESS PUBLICATIONS

Field of action	Research
Description of the measure	The library supports the staff and the students of Danube University Krems as an active partner in research, teaching and study enabling a user-orientated access to electronic resources (e-journals, databases). It develops digital services and services that optimally support the teaching and research process, and is consistently expanding its digital offers, and provides target-group-oriented training courses for researchers, teachers and students.
Objective	The goal is to guarantee a user-oriented offer and easily accessible electronic resources for the staff and students; the ongoing provision of information on the digital offer and the communication of information literacy as well as the development of competence in recording, collection, long-term archiving, publication and visualization of research data (research data management).

ESTABLISHMENT OF AN END-TO-END DIGITAL PROCESS FOR THE SUBMISSION, PROCESSING AND DOCUMENTATION OF THE RESEARCH PROJECTS AND CONTINUOUS IMPROVEMENT OF THE USER-FRIENDLY RESEARCH DATABASE

Field of action	Research
Description of the measure	The existing electronic research database is continuously developed and improved regarding its user friendliness. The research service regularly offers training courses on the use of the research database. After project approval, brief descriptions of the contents of the individual projects are edited (German, English), in order to ensure a consistent external representation.
Objective	The research database is supposed to provide documentation of all research projects of Danube University Krems reaching from project submission to project completion. It simplifies data collection (e.g. for the intellectual capital statement) and ensures swift access to all data project-relevant documents (e.g. grant agreement, project reports). It also serves to document research results (in particular publications) from the respective projects.

DEVELOPMENT OF A DECISION-MAKING BASIS FOR A FUTURE IT-ARCHITECTURE BASED ON THE REQUIREMENTS OF THE FACULTIES AND ADMINISTRATION

Field of action	IT & Digital Services
Description of the measure	The digital transformation and the associated measures require the development of the suitable IT architecture. Before the arrangement of the necessary investments, a decision-making basis has to be developed for the Rectorate in which the requirements of research, teaching and administration are illustrated. Persons from all faculties and the administration are involved in the development.
Objective	An up-to-date tailor-made IT infrastructure is at the disposal of the university.

DEVELOPMENT OF FRAMEWORK CONDITIONS TO ENABLE LOCATION-INDEPENDENT WORKING REGARDING THE ASSOCIATED ORGANIZATIONAL, LEGAL AND TECHNICAL REQUIREMENTS

Field of action	IT & Digital Services
Description of the measure	Basically, the digital transformation enables location-independent working in many areas. With this measure, the necessary framework conditions are comprehensively defined. Legal aspects (above all labor law, protection of employees and data protection) must be taken into account, technical questions and organizational requirements (necessity of personal attendances, ...), especially with regard to management responsibilities. The financial aspects of the comprehensive implementation of location-independent work are as well to be considered.
Objective	The university improves the possibilities for location-independent, user-friendly conditions of work for the staff.

USER-FRIENDLY DIGITALIZATION OF THE PROCESSES

Field of action	IT & Digital Services
Description of the measure	Like any organization, the university meets a large number of processes, which involve numerous protagonists. This measure identifies, prioritizes the individual processes which are subsequently NEW in terms of content and digitally implemented.
Objective	The new digital processes create workflows that are more comprehensible and faster.

DEVELOPMENT OF A STRATEGY OF INTERNAL COMMUNICATION USING DIGITAL COLLABORATION AND COMMUNICATION TECHNOLOGIES

Field of action	Communication
Description of the measure	Digital transformation offers new opportunities for communication and information through the combination of digital and analogue communication instruments. The measure identifies and describes the possibilities of digital communication and will develop an implementation plan. All faculties and divisions shall be involved.
Objective	The university is responsible for the ongoing expansion of the internal communication system in terms of content and technology to improve the level of information. The university staff become co-creators of the digital transformation.

EVALUATION OF EXISTING AND ALTERNATIVE DIGITAL COLLABORATION AND COMMUNICATION TOOLS

Field of action	Communication
Description of the measure	With this measure, the applied tools are comprehensively described and assessed with regard to the previous used. Regarding their possible application, alternative tools shall be collected, presented and evaluated. In accordance with the faculties, the use of new tools can be suggested. In addition, a process will be developed to decide the future use of new communication tools.
Objective	Digital tools support comprehensive and satisfactory internal communication.

7. Contact and reference documents

If any questions, comments or ideas concerning the key strategy "stronger consideration of digital transformation processes" occur, please contact us at any time: digitalisierung@donau-uni.ac.at

Reference documents:

- Danube University Krems Strategy, May 2019
- Development Plan of the University of Continuing Education Krems (Danube University Krems) and the Republic of Austria 2019 – 2024
- Performance Agreement between the University of Continuing Education Krems (Danube University Krems) and the Republic of Austria 2019 – 2021

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