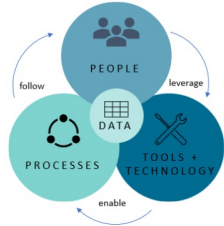# OUR PLAN TO DELIVER DIGITAL TOGETHER

UNIVERSITY OF CANBERRA
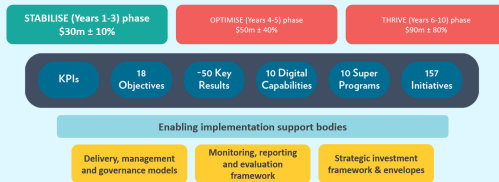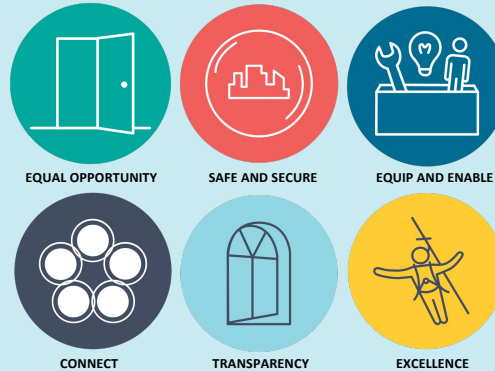
DMP
Digital Master Plan

Digital Together is one of the established programs/initiatives under the *Connected Decadal Strategy*. The Digital Master Plan (DMP) is our 10-year UC-wide plan to deliver Digital Together. Guided by the DMP, Digital Together will deliver:

- Culture of continuous innovation and resilience
- Radically enhanced staff, student and community experiences
- Redesigned University operating model
- Solutions designed to maximise current and future opportunities
- Data as a shared asset that provides critical insights, and
- Digital equity and safety.

PEOPLE — follow — leverage

DATA

PROCESSES — enable — TOOLS + TECHNOLOGY

As part of the DMP's development, we conducted research and benchmarking of leading service delivery organisations across sectors to understand how they have designed their digital journeys. It was clear early in discovery that to support Digital Together's aims, the DMP must deliver initiatives that span across our people, processes, technology and data.
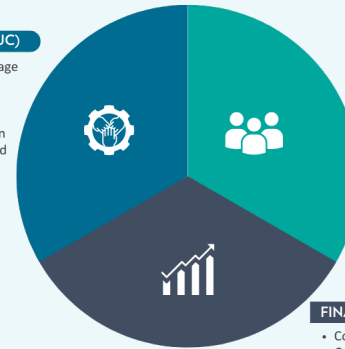
Our Guiding Principles

EQUAL OPPORTUNITY

SAFE AND SECURE

EQUIP AND ENABLE

CONNECT

TRANSPARENCY

EXCELLENCE

STABILISE (Years 1-3) phase $30m ± 10%	OPTIMISE (Years 4-5) phase $50m ± 40%	THRIVE (Years 6-10) phase $90m ± 80%

KPIs	18 Objectives	~50 Key Results	10 Digital Capabilities	10 Super Programs	157 Initiatives

Enabling implementation support bodies

Delivery, management and governance models	Monitoring, reporting and evaluation framework	Strategic investment framework & envelopes

200+	**3000+**	**241**	**30+**	**100+**	**15**
face-to-face conversations	UC community members reached via digital engagement	UC community members engaged via pop-up stalls	workshops	research documents reviewed	organisations audited

DMP BENEFITS

OUR UNIVERSITY (UC)
- Competitive advantage
- New organisational capabilities and competencies
- Enhanced reputation
- Community trust and belonging
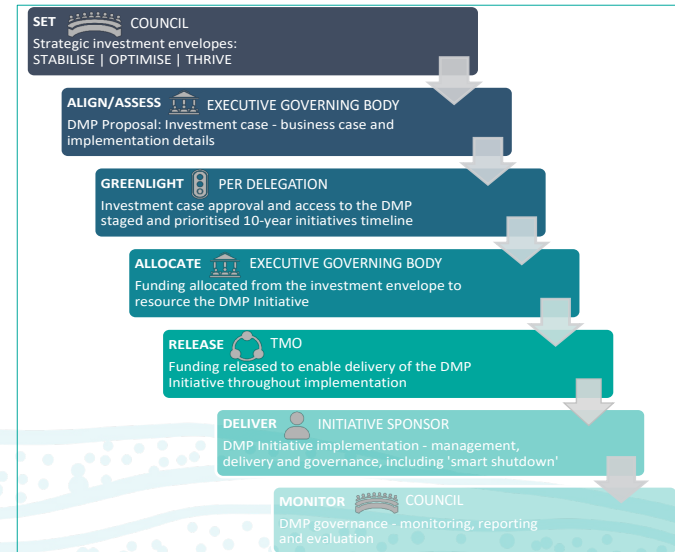- Teaching excellence
- Research excellence

OUR PEOPLE
- Redesigned operations
- Service enhancement and staff satisfaction
- Student and staff attraction and retention
- More time to deliver value

FINANCIAL PERFORMANCE
- Cost savings and revenue lift
- Operational efficiencies and productivity
- Enhanced data-informed decision-making

DMP INVESTMENT FRAMEWORK

SET — COUNCIL
Strategic investment envelopes:
STABILISE | OPTIMISE | THRIVE

ALIGN/ASSESS — EXECUTIVE GOVERNING BODY
DMP Proposal: Investment case - business case and implementation details

GREENLIGHT — PER DELEGATION
Investment case approval and access to the DMP staged and prioritised 10-year initiatives timeline

ALLOCATE — EXECUTIVE GOVERNING BODY
Funding allocated from the investment envelope to resource the DMP Initiative

RELEASE — TMO
Funding released to enable delivery of the DMP Initiative throughout implementation

DELIVER — INITIATIVE SPONSOR
DMP Initiative implementation – management, delivery and governance, including 'smart shutdown'

MONITOR — COUNCIL
DMP governance – monitoring, reporting and evaluation

Learn more

Digital Together seeks to embody our shared University values, in particular
'Galambany', delivering an environment where our UC community
work to empower, connect and share knowledge with our people, cultures and places

STABILISE INITIATIVES (Years 1-3), 2024-26: Commencing years, $30m ± 10%

1 Collaborative academic and research excellence	2 Digital culture	3 Digital enablement of Connected	4 Service excellence	5 Digital modernisation	6 Governance transformation	7 Data-informed digital empowerment	8 Security strengthening	9 AI enabled innovation and experimentation	10 Personalised digital experience
Curriculum management solution	Operating Model implementation	Campus Master Plan and DMP integration	Voice of our customer program	Automated testing tools pilot	Operationalise DMP	Data architecture modernisation	Cyber security toolkit for program mgrs	AI principles and RPA pilot	Web and content management
UC Learn environment & tools review project	Digital skills uplift pilot	Student support success digital enablement	Staff talent acquisition reform	Data audit pilot and remediation	Enterprise architecture practice	Data governance	Managed detection and response solution	Micro-innovations program	Comms and engagement hub
Research performance monitoring	Digital literacy development program	Student Equity and Access plan enablement	Forms and workflow digitisation	De-risk student management system	Reformed strategic funding approach	Data science capability	Multi-cloud strategy	Bug bounty program	Digital experience platform
Researcher management cloud migration	Digital adoption strategy and platform	ETaG enablement	Service excellence program	Finance management cloud migration	TMO established	High performance computing	MFA and SSO everywhere		Digital town square and collab platform
Enhanced academic integrity system	Process harmonisation program	Enhanced hybrid course delivery spaces	Reformed student enrolment	Integrations | rationalisation program	Digital CoP established	Comprehensive data hub	Safe travel protocols program		
Reformed grant application process	Learning, research and support review	Timetable and space utilisation enablement	Reformed procurement solution	Student performance monitoring	Transparent decision-making framework		User access control and ID verification		
Virtual classroom technology solution	Digital readiness principles for students | staff	Indigenous Leadership Strategy support	Reformed credit card acquittal solution	Configuration management database	Risk and compliance solution		Incident management review		
Exam and assessment management	Enterprise vendor licencing program	Smart campus digital enablement		ETaG and hybrid delivery platform					
Research grant opportunities program				Services management portal					
				De-risk application portfolio					

Legend: Year 1 · Year 2 · Year 3