14. How well are we approaching these issues at the strategic level?

» There are conversations across the departments, service areas and/or senior roles involved in the digital learning experience

» 'Digital literacy' (capability, capacity, fluency) is a recognised agenda for the institution

» Digital issues are embedded into a range of strategies e.g. learning, teaching and assessment; e-learning; student experience; estates; marketing; employabity; IT/IS

» Strategic decisions about the digital environment and estate are made with full consideration of and consultation with students and student-facing staff

» There is at least one cross-institutional digital enhancement/change initiative in which students and the student experience are central

» There is an institutional strategy for using learner data to enhance the student experience

» There is an institutional strategy on open educational content and/or open educational opportunities

» A senior manager or committee - with a dedicated budget - is responsible for enhancing the digital learning experience

» The digital space is seen as a crucial one in which the institution operates and must realise its mission, evidenced by, for example, a 'digital university' statement

Benefits:

Estates Manager: 'If you're planning a new build or any kind of major refurbishment, you have to think about the digital estate at the same time. You've got to get it right for the way people are going to want to work in it for the next 20 or 30 years.'

Senior manager: 'After the away day [at which student digital pioneers led a session], I stopped worrying so much about keeping up with the technology. I realised that it's about making good decisions in a world where so much of our students' lives are going to depend on that technology.'