

1. Invest sufficiently and continuously in the digital environment (leading to) robust fit-for-purpose infrastructure: parity across sites.
2. Have an integrated digital strategy with an identified champion and budget – needs to be informed by staff, students, employers, alumni as stakeholders.
3. Alongside this, have devolved responsibility/planning so middle managers and academic leaders are also involved.
4. Ask the students what they want and involve students in finding the answers. Address students' real-world concerns.
5. Use digital media to engage with students. Use qualitative/participative/longitudinal approaches as well as quantitative data collection.
6. Build organisational capacity to respond to emerging open landscape for data, knowledge and learning, and the globalised education market.
7. Big data/analytics may have a role to play in tracking students' engagement with the digital environment, but needs to be interpreted and acted upon.
8. Use course and student data management to support agile decision making and curriculum (re)design.
9. Service providers must also be service users – develop feedback loops and agile, user-centred approaches.
10. Engage all stakeholders in decisions around the ICT / information environment.
11. Provide up-to-date software, hardware and environments suited to different courses of study and professional aspirations – and make sure students/staff know what is available including beyond their immediate course.
12. Provide seamless access to and effective signposting of resources to support digital capability.
13. Support BYOD with ubiquitous access to networks and power (look at supporting wireless power) as well as drop-in support.
14. Bring every member of staff up to speed with using digital technology for their role including scholarly, administrative, management. Digital expertise needs to be embedded into academic practices and professional roles/services.
15. Bring every student up to speed with using digital tech for their course of study – integrated with subject know-how – communicate value
16. Use digital tech/media in the curriculum to: build links beyond course, produce digital footprint/identity, be involved in authentic learning
17. Give students multiple ways to engage with peers and others in work/professional/research settings
18. Shift emphasis from lectures to different modes of learning – enquiry based, group learning, feedback, flipped classroom