

CIT DIGITAL TRANSFORMATION STRATEGY

For today, the future and beyond...



WELCOME YUMA

CIT acknowledges the cultural host nation of the ACT, the Ngunnawal people, as Canberra's first inhabitants and traditional custodians of the ACT and Region. We recognise the special relationship and connection to country the Ngunnawal people have with this area since time immemorial.

Prior to non-Indigenous arrival, Ngunnawal were a thriving community whose cultural practices were, and still are, core to their physical and spiritual wellbeing. We acknowledge the historical dispossession of the Ngunnawal people, and

**Dhawura Nguna Dhawura Ngunnawal
Ngunnawalwari Dhawurawari
Nginggada Dindi Yindumaralidjinyin
Dhawura Ngunnawal Yindumaralidjinyin**

**This is Ngunnawal Country. We always
respect their Elders, male and female.**

We always respect Ngunnawal Country.

recognise the long-lasting, profound and ongoing impact invasion has had on their health and wellbeing, livelihoods, cultural practices, families and continuation of laws/lore.

CIT respectfully acknowledges the significant contribution of the Ngunnawal people to the life of Canberra.

We also acknowledge other Aboriginal and Torres Strait Islander peoples that have made this place their home.

OUR DIGITAL TRANSFORMATION STRATEGY

Digital transformation vision

To improve the lives of our students through incredible teaching that takes full advantage of available technologies

2028 will mark 100 years of CIT providing skills to the Canberra community as the leading provider of VET education in the ACT.

We are proud of our history and honest about our future as we embark on a process of digitalisation to facilitate the ongoing enhancement of our technological capabilities. This substantial advancement will facilitate effortless collaboration, innovation, and skill development.

Digital transformation encompasses more than a shift in technology, but a shift in mindset.

As a nation leading educational institution, we stand prepared and ready to wholeheartedly embrace and drive ongoing change, empowered by technology.

We are committed to seizing every opportunity to pioneer innovation in our methods of student learning, support, and administration.

Guiding principles

- The student experience is at the centre of everything we do.
- We inform our decision making with data that is collected and stored transparently and securely.
- We design future focused fit-for-purpose solutions by collaborating with relevant stakeholders.
- We nurture strategic relationships with stakeholders to generate increased value for the CIT community.
- We remain inclusive during this transformation, ensuring that no one is left behind.
- We create efficiencies that help broaden our reach and impact.
- We focus on our financial sustainability.
- We respect and protect the data and privacy of our students and staff.

Our digital transformation strategic objectives

1. Preparing students for a complex, digitised, Net Zero world.
2. Digitally enabled staff skilled at creating value from technology.
3. We use data to make better decisions.
4. Proactively driving engagement, support and wellbeing.
5. Our environment is safe and secure.
6. We deliver content inclusively and accessibly.
7. Our processes are streamlined and automated.
8. We collaborate with industry partners.

STUDENT FEEDBACK

A background image showing a group of students walking on a paved path outdoors. In the foreground, a young man with short brown hair, wearing a blue t-shirt and a grey backpack, is smiling and looking towards the camera. Next to him, a young woman with long blonde hair, wearing a white hoodie and a backpack, is also smiling. Other students are visible in the background, slightly out of focus.

"It's a really great place to be and graphic design really helped me a lot and made it a lot easier for us to learn and connect to/about the industry. I would do it all over again."

"The course content is very comprehensive and informative. I have learned a lot about the different aspects of cybersecurity, from the basics of computer networking to the latest threats and vulnerabilities. The lecturers are experts in their field and are very passionate about teaching."

"Classes have a good mix between online and face to face learning."

"The online learning platform is easy to use and navigate. I have been able to access all of the course materials and resources without any problems. I have been able to learn at my own pace and in my own time. This has been very helpful, as I have other commitments outside of studying."

A DIGITAL EVOLUTION TODAY, THE FUTURE AND BEYOND

Our people told us what successful digital transformation at CIT looks like, and how we get there.

A collaborative approach

This strategy has been developed with the CIT community.

To better understand the digital landscape and mindset at CIT we gathered feedback from staff and students over a series of workshops and surveys.

Students told us they want contemporary platforms and technology, with modern engaging eLearn content, and fast Wi-Fi speeds across campuses.

Hearing from staff helped us to see some practical examples of the potential and power of digitalisation: monitoring of student engagement to provide tailored support, new enrolment processes that minimise effort, connected systems so we enter data once and a central repository of industry partner information to promote collaboration.

The imperative for digital transformation

Digital transformation has become an essential component of business planning. It cannot be achieved by a piecemeal process - digital transformation requires a shift in the entire organisational ecosystem. The COVID-19 pandemic created a 'new normal'; student expectations have changed, and industry needs are evolving. Therefore, our technological responses to existing and emerging challenges need to be agile and scalable.

The Canberra Institute of Technology faces a number of opportunities emerging from a technology environment made up of disparate systems.

The purpose of this strategy is to serve as a guide for a series of culture, workforce and technology shifts that will enable new educational and operating models. This strategy lays out why we need to change and what we want to achieve.

In the evolving educational landscapes, CIT stands at a pivotal juncture. Sustaining its ongoing commitment to award-winning delivery necessitates this strategic pivot toward digital transformation. Embracing digital technologies not only presents CIT with a multitude of advantages but is also imperative for our progressive journey.

Educational technologies allows for the creation of modern, interactive, and tailored learning experiences that cater to the diverse needs and preferences of students. Moreover, it enables the extension of educational access and inclusivity to a broader audience through the adoption of online and blended learning options.

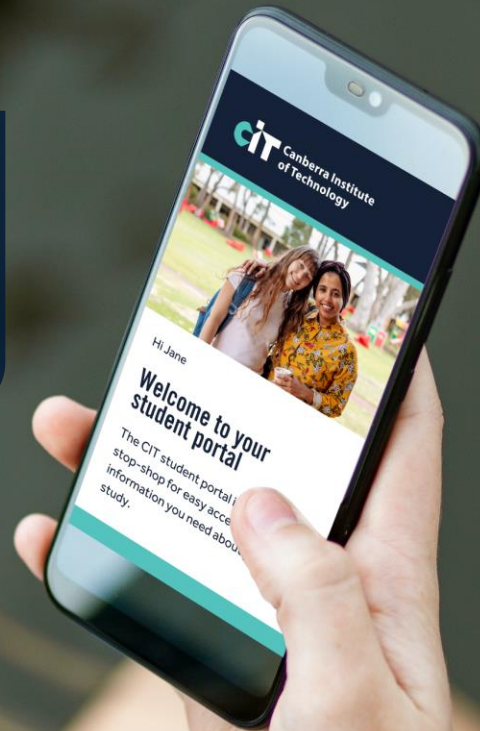
The importance of our people in realising these shifts cannot be understated. Digital transformation requires more than new technology, it requires a shift in mindset. We know that our operating environment is subject to change from forces outside our control. This strategy sets us up to adapt and respond to these changes.

*Embedding technology at the heart of our decision-making processes and using it to improve the quality and accessibility of our training to students, we will create a pathway to ensure we are **'future ready'**.*

STUDENT FEEDBACK

"I have been able to connect with other students and share ideas. This has been a great way to learn from others and to get support."

"Great experience gaining new skills and knowledge from great teachers."



"I think CIT is a great place to learn and acquire the required knowledge for the course I am doing."

"The course was well-organised and easy to follow. The materials were clear and concise. The exercises were challenging and helped me to apply what I was learning. The lecturers were always available to answer questions. I felt like I was getting a high-quality education. I am confident that the skills and knowledge I have gained from this course will be valuable in my future career in cybersecurity."

STRATEGIC CONTEXT

Aligning our digital ambition within a broader context

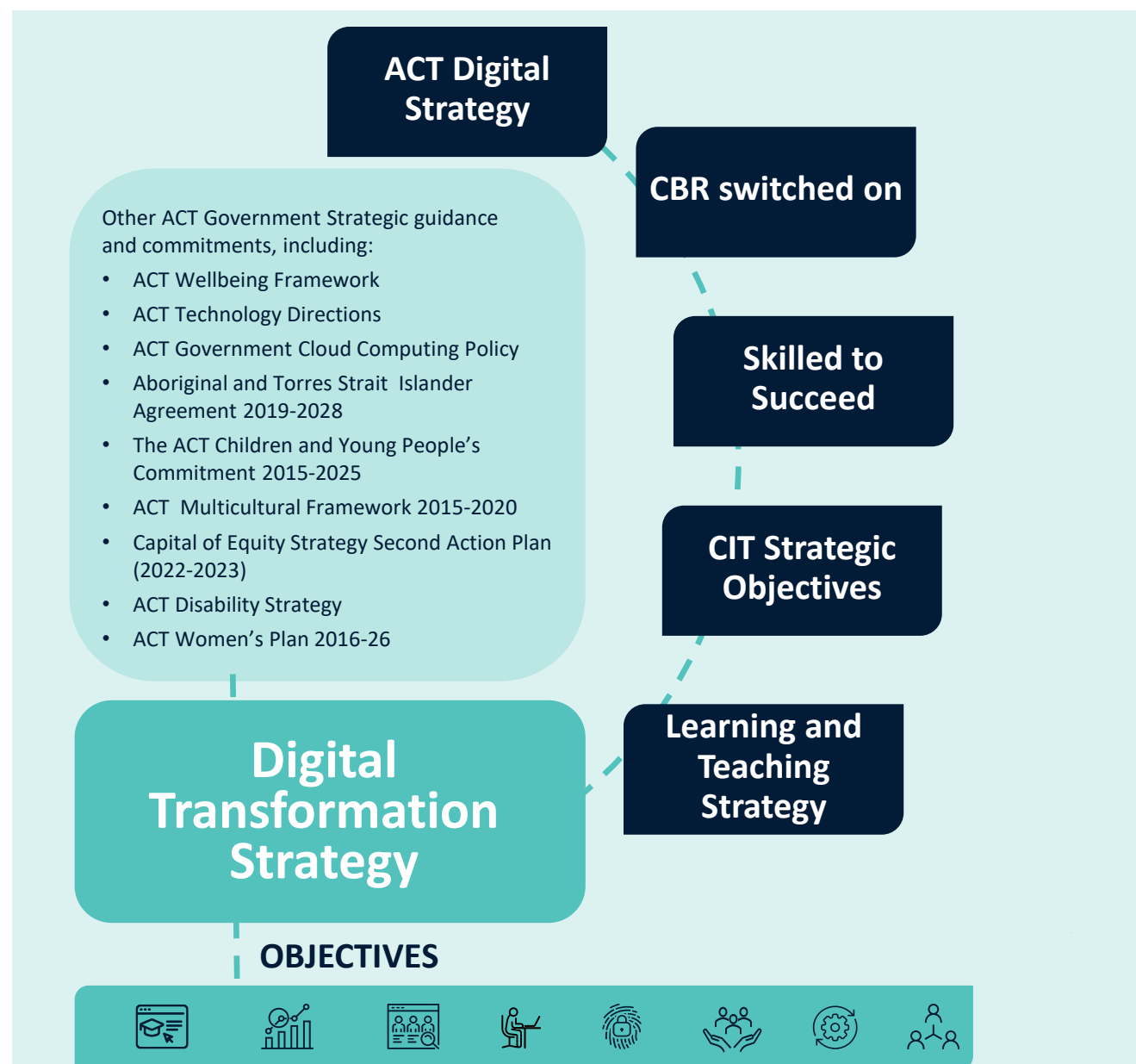
The CIT Digital Transformation Strategy is enabled and informed by a well-developed policy and strategy environment.

The objective of this strategy is to prioritise collaboration with our industry partners to pursue technological innovation with the goal of creating a climate of cross-industry innovation - building on and fostering partnerships unique to our ACT and regional ecosystem.

Our strategic objectives are consistent with the broader strategic context of the ACT. Our aim of ensuring that delivery of content is inclusive and accessible for all Canberrans synergises with a core component of Skilled to Succeed: delivering skills inclusively to provide all Canberrans a foundation of lifelong learning.

This strategy sits alongside and works in conjunction with the CIT Learning and Teaching Strategy. Aiming to have full visibility of the student journey and take proactive measures of engagement, support and wellbeing reflects a guiding principle of the Learning and Teaching Strategy: Wellbeing – we create and foster positive, safe and supportive learning environments.

Appendix 1 contains a detailed description of the Strategy's alignment in the broader context.



OUR DIGITAL TRANSFORMATION OBJECTIVES

Together, our vision, objectives and guiding principles enable decision makers throughout the organisation to make the best digital decisions for CIT. |

Appendix 2 outlines several measures against each of the objectives of this strategy which can be used to track progress and ensure success.

2 Digitally enabled staff skilled at creating value from technology

Success is:

- Collaborative platforms facilitate knowledge-sharing within our staff community.
- Staff are aware of technology available to support learning, and training is available.
- Digital tools support effective staff conversations, development, and performance.
- Training offerings are informed by feedback and skills gaps.
- We support our staff with technology.



1 Preparing students for a complex, digitised, Net Zero world

Success is:

- Technologies are integrated, unified and relevant.
- The operational framework we employ for technology and services sustains us.
- We can respond to market and industry demands with relevant technology.
- Students are supported to use technology in their learning journey.
- The transition process is seamless and invisible.
- Processes are automated and effective.
- Our campuses serve as a testament to our innovative and forward-thinking approach.
- The real and virtual worlds blend in our physical spaces.



3 We use data to make better decisions

Success is:

- Data informs and supports our decision-making processes.
- Data is accessible, unified, accurate and timely, providing confident interactions and decisions.
- Real-time information empowering the CIT community for proactive student support and intervention.
- Data is consolidated and access requirements are easy to understand.
- We use data consistently.



4 Proactively driving engagement, support and wellbeing

Success is:

- We have full visibility of the student journey.
- Feedback is integrated into the digital systems.
- Courses and support channels are intelligently recommended.
- We are alert to staff and student insight.
- Increased student engagement.
- We use data to prevent disengagement.



5 Our environment is safe and secure

Success is:

- Data collection policies are clearly articulated - everyone understands what we gather and how it is used.
- We are committed to respecting privacy.
- Our people understand how their identity is protected within the CIT digital ecosystem.
- Staff are educated on best practices and potential security risks.
- Cyber incidents are prevented, maintaining security while not compromising on ease of use.
- Applications and software are built with security in mind.



6 We deliver content inclusively and accessibly

Success is:

- Our digital platforms support accessibility and inclusion by ensuring integration into learning plans.
- Courses are designed to accommodate different learners' needs.
- Inclusivity and accessibility extends beyond the lens of disability.
- We address primary barriers to eLearning.
- Content accessible to all, regardless of ability.



7 Our processes are streamlined and automated

Success is:

- We recruit and onboard our staff and students efficiently.
- We automate tasks which require manual input.
- Systems effectively integrate with other ACT Government systems.
- Staff can focus on higher-value tasks as routine processes are automated.
- Tasks progress smoothly with minimal manual intervention.



8 We collaborate with industry partners

Success is:

- Industry information is shared internally to promote engagement.
- The apprenticeship experience is integrated with our digital systems
- We communicate easily with employers and communities of practice.
- Utilising industry-relevant tools and technologies in training programs for practical skills development.
- Receiving commendations and testimonials from industry partners about the quality and relevance of graduate skills.



WHAT DOES OUR FUTURE LOOK LIKE ACROSS CIT?

I am equipped with up-to-date, valuable information about my students.

Teaching

Teachers are the subject experts and possess the necessary resources to deliver content effectively to diverse audiences, expanding students' discipline-specific and broader competencies. They are adept at providing authentic real-world experiences to enrich learning and capitalising on new ways of teaching that will support new state of the art campuses and learning sites. They also collaborate, fostering active inquiry into dynamic ways to increase learner involvement and educational achievements.

Learning

Students enjoy a seamless journey, empowered by digital tools that enrich their academic, social, and career pursuits.

They actively steer their learning, benefiting from practical and experiential education provided by CIT.

CIT understands my identity, anticipates my needs, and supports my educational and personal aspirations.



Alumni

Alumni, and partners feel connected and supported by the CIT community, understanding their journey, current aspirations, and future trajectory.

Communication is authentic and personalised, offering tailored suggestions, opportunities, and insights.

They recognise that being part of the CIT network opens doors to professional and personal growth, and they actively contribute to shaping the institution's future. They are also aware of the pathways available for them to acquire new skills or advance their existing ones toward additional qualifications.



“Business transformation through future focussed digital technologies is essential for CIT to become agile in our response to current and future education and training needs and be a valued partner in securing the social and economic future of the ACT.”

***CIT Interim Chief Executive Officer,
Christine Robertson***

Industry, external partners and the community

CIT actively contributes to the local economy, providing diverse, inclusive, and impactful educational solutions through various delivery methods.

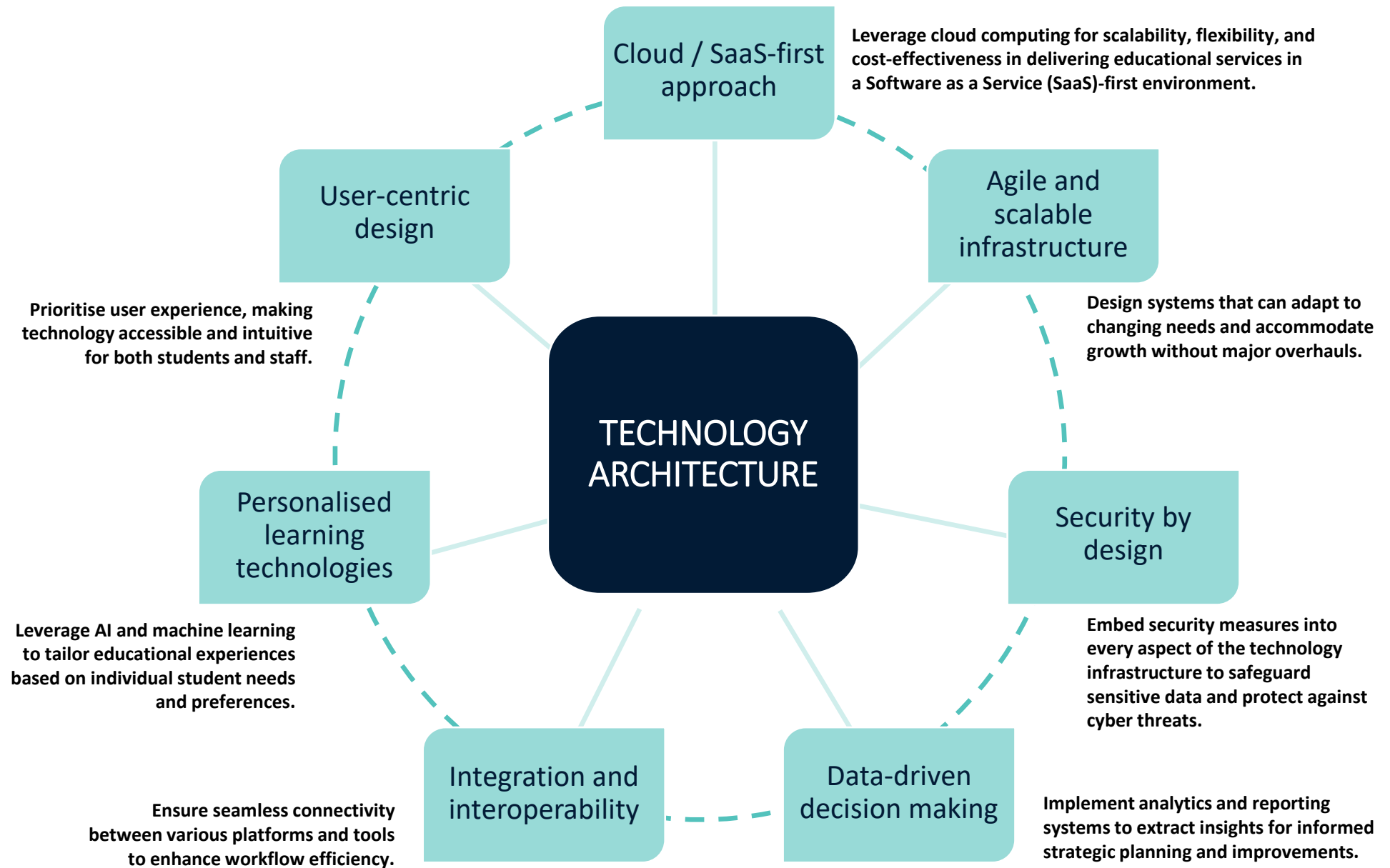
Our innovative research and engaged students, educators, and graduates positively influence external partners. The ACT community and industries benefit from inclusive learning experiences and actively collaborate. Our commitment to learning, life experiences, and strategic partnerships drives economic growth for the ACT and across the nation.

CIT DIGITAL TRANSFORMATION STRATEGY

For today, the future and beyond...



OUR TECHNOLOGY ARCHITECTURE PRINCIPLES







APPENDIX 1 – STRATEGIC ALIGNMENT

OBJECTIVE	STRATEGIC ALIGNMENT
<p>1. Digitally prepared students</p> 	<ul style="list-style-type: none"> ✓ CIT Strategic Objectives - Digitalisation to support the continual increase in technological capabilities, enabling effortless collaboration, innovation, and skill development ✓ Skilled to Succeed - Strengthening skills sector foundations ✓ Canberra Switched On - Mission 1 – A city that gives you back time: Community and digital hubs – “improving access to technology and creating a better sense of connectedness and belonging”. ✓ ACT Technology Directions - Invest in the whole solution including the technology, people skills, process and data. Consolidate legacy systems onto endorsed platforms.
<p>2. Digitally enabled staff</p> 	<ul style="list-style-type: none"> ✓ CIT Strategic Compass - Attract, recruit, and develop our people to be future-ready ✓ CIT Learning and Teaching Strategy - Key enabler 2: Professional learning – educators and staff who support learning and teaching should have access to, and be supported to engage in, appropriate professional learning opportunities. ✓ Skilled to Succeed - Priority 3: Assisting employers to build, attract and retain the right workforce
<p>3. Data informed institution</p> 	<ul style="list-style-type: none"> ✓ CIT Learning and Teaching Strategy - Key enabler 4: Access to quality data – having access to relevant data to inform and enhance decision-making related to learning and teaching to provide a quality student experience ✓ Canberra Switched On - Mission 3 – Knowledge-based economic growth: “Transformative project – Digital planning - ... data-driven planning experience will transform and speed up approval processes for new investment”. ✓ ACT Digital Strategy - Value the data we collect and use on behalf of our community ✓ ACT Technology Directions - Value, protect and share the data we collect and use on behalf of our community, and use it to inform evidence-based policies, programs and services that improve outcomes for our community.
<p>4. Proactive engagement and wellbeing</p> 	<ul style="list-style-type: none"> ✓ CIT Strategic Objectives - Enhancing the student experience through the student journey ✓ CIT Learning and Teaching Strategy- Guiding Principle: Wellbeing – we create and foster positive, safe and supportive learning environments. ✓ Canberra Switched On - Mission 1 – A city that gives you back time: A city of wellbeing and liveability. ✓ ACT Digital Strategy - Community Centred Services





APPENDIX 1 (continued)

OBJECTIVE	STRATEGIC ALIGNMENT
<p>5. Safe and secure</p> 	<ul style="list-style-type: none"> ✓ ACT Digital Strategy - Reshaping the government of today – building the government of the future: Focus Area - Privacy and Cyber Security. Value the data we collect and use on behalf of our community. ✓ ACT Technology Directions - Plan to be safe and secure. We store and manage information with security and privacy at the forefront. We apply security and privacy principles when designing systems and act responsibly and ethically in our use of technology to support the community.
<p>6. Inclusive and accessible</p> 	<ul style="list-style-type: none"> ✓ CIT Learning and Teaching Strategy - Learner-centred design: we design learning to build our students' capability ✓ Skilled to Succeed - Delivering skills inclusively to provide all Canberrans a foundation for lifelong learning ✓ Canberra Switched On - We have the imagination, desire and ability to: foster greater social inclusion for all ✓ ACT Technology Directions - Design for digital end to end, and inclusion by design so no one is left behind. Think community centred and mobile first for citizens and broader community.
<p>7. Processes streamlined</p> 	<ul style="list-style-type: none"> ✓ ACT Technology Directions - Design for digital end-to-end, and inclusion by design so no one is left behind. Every technology solution delivers end-to-end digital wherever possible, with no manual processing by default. Exceptions to be overtly managed through appropriate governance.
<p>8. Collaborate with industry</p> 	<ul style="list-style-type: none"> ✓ CIT Strategic Objectives - Create a climate of cross industry innovation, building on and fostering partnerships unique to our ACT and regional ecosystem ✓ CIT Learning and Teaching Strategy - Strategic Priority 3: We design and implement creative and robust assessment activities that reflect current industry practices and standards ✓ Skilled to Succeed - Priority 4: Strengthening skills sector foundations. This includes formalising industry engagement arrangements ✓ ACT Digital Strategy - Relationships with industry to create value for our community

APPENDIX 2 – MEASURES OF SUCCESS

OBJECTIVE	MEASURES
<p>1. Digitally prepared students</p> 	<ul style="list-style-type: none"> % staff training on all systems up-to-date % systems operating no more than 2 versions away from latest upgrade % SaaS technologies implementation % of student enrolments completed online
<p>2. Digitally enabled staff</p> 	<ul style="list-style-type: none"> % increase in staff satisfaction with relevant systems % increase in industry engagement % decrease in onboarding time requirements % of teaching staff can use all of the teaching technologies % increase in time set aside for training purposes % increase in CIT's Data Maturity as measured by the Annual ACT Government Data Maturity Assessment
<p>3. Data informed institution</p> 	<ul style="list-style-type: none"> % integration across platforms % data custodians identified for all data sets % data accuracy across data entry, data aggregation, and data reports and outputs (measured by data entry audit) % of staff actively use a data dashboard
<p>4. Proactive engagement and wellbeing</p> 	<ul style="list-style-type: none"> % increase in successful course and subject completion % increase in student satisfaction % staffing levels for support personnel

APPENDIX 2 (continued)

OBJECTIVE	MEASURES
5. Safe and secure 	<ul style="list-style-type: none"> % of systems have a current security plan % systems operating no more than 2 versions away from latest upgrade % increase in staff understanding of information collection and use practices % increase in staff confidence and competence in the Protective Security Policy Framework
6. Inclusive and accessible 	<ul style="list-style-type: none"> % adherence to CIT Disability Access and Inclusion Plan % face-to-face lessons recorded and available % decrease number of days reasonable adjustment processes takes % online content meets Web Content Accessibility Guidelines (WCAG) 2.0 level AA compliance requirements % increase in enrolment for priority target groups % course online/record and in-person hybrid
7. Processes streamlined 	<ul style="list-style-type: none"> % reduction in administrative manual effort tasks and recruitment % increase in staff satisfaction % decrease in manual entry of data % decrease in staff inputs for training plans % decrease in waiting times for IT support % staff dedicated to eLearn content
8. Collaborate with industry 	<ul style="list-style-type: none"> % increase in industry engagement % increase in positive feedback % increase in apprentices % of communications with industry partners/ apprenticeship hosts contain automated reports % of compliance activities are automatic % increase in time dedicated to communities of practice collaborative activities