



# DIGITAL TRANSFORMATION @ SPU

We are living in a period of profound technological change during which new and emerging information and communication technologies are transforming our world. The way we live, work and relate to one another are fundamentally changing. The scope, impact, and velocity of this revolution has no historical precedent.

There are three directions for Institutional response to this revolutionary change that will shape its future or whether it will continue to exist at all:

1. Institutions can resist some of all of these changes and seek to preserve established practices and operational models. While some resistance may be appropriate, the risk in this approach is that a failure to adapt adequately will lead to extinction.
2. Institutions can critically accept some of these changes to survive, but a halfhearted embrace of change will inhibit organizations from fully thriving.
3. Institutions can also become proactive designers of their own futures—intentionally reimagining and evolving how they engage with a changing world.

Institutions of higher education have been shaped by the long coevolution of teaching and technology. Formative educational practices, and the institutions that develop infrastructures to support them, have always been linked to enabling technologies. From antiquity, schools have depended on books and libraries; the modern research university emerged as a response to the abundance of information created by the printing press; and the colleges and universities of the 19<sup>th</sup> and 20<sup>th</sup> centuries leveraged industrial and information technologies to increase access to and specialization within increasingly diverse types of educational institutions. In the 21<sup>st</sup> century, as digital, networked, and intelligent technologies increasingly reconfigure our reality, is time for institutions of higher education to transform themselves into new something new —institutions that leverage transformative technologies to evolve the future of education, scholarship, and work.

*Digital Transformation* is the process of optimizing and transforming the institution's operations, strategic directions, and value proposition through deep and coordinated shift in culture, workforce, and technology. New technologies will transform every dimension of work in higher education, changing the nature of institutions and the content and methods of instruction. They have the potential to streamline operations, find new sources of revenue, and advance our distinctive mission and values. As a Christian university, exploration and implementation of these technologies can inspire us to consider how our new technological creations may participate in Christ's transformative work of new creation.

## *FIVE-YEAR GOALS*

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1. *Improved data curation and accessibility enabling data-driven decisions throughout the institution.*
2. *Develop new innovative curricula for the future of work and human flourishing.*
3. *Cultivate innovative pedagogies and scholarship that takes advantage of new technologies.*
4. *Fuel organizational agility by implementing next-generation systems that leverage automation and AI.*
5. *Advance cost control through technology strategy and decreasing the marginal cost to serve a student.*

