



university of
 groningen

BUSINESS SCHOOL



Digital Strategy in Higher Education

Beyond the hype

24-6-2024

Dr. Thijs Broekhuizen
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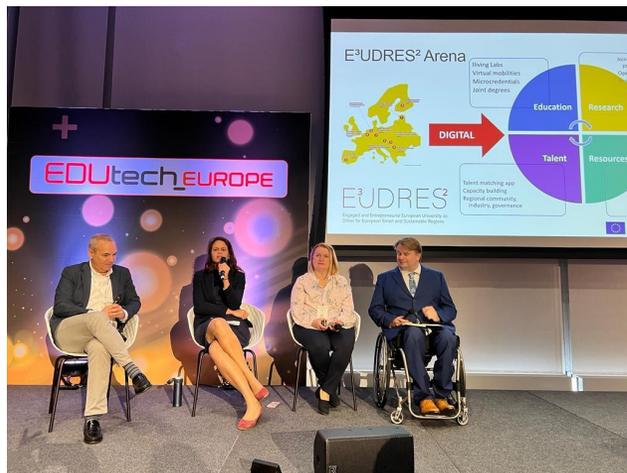
Who am I?

- Thijs Broekhuizen
- University of Groningen
- Scientific Director UGBS (business school)
- Program Director EMBA
- Educational interests:
 - innovation & technology
 - educational quality



Background

- **Context:** EduTech event in Amsterdam in December 2023
- **Focus discussion:** Aligning assets, stakeholders, expertise, and technology
- **Objective:** How to embed technology to enhance the customer learning experience and support staff/students.



...not so much on operational efficiency, or realizing greater flexibility to adjust to changes in student inflow.

- 01.** EMBRACE DIGITALIZATION AS A CONTINUOUS PROCESS
- 02.** SEAMLESS INTEGRATION WITH CORPORATE STRATEGY
- 03.** COLLABORATE AND CO-CREATE TO BREED ENTHUSIASM
- 04.** BALANCE AUTONOMY AND PRIORITIZATION
- 05.** THE HUMAN SIDE OF TECHNOLOGY



5 LESSONS

Lesson 1: Embrace Digitalization as a Continuous Process

- **Key Point:** Digitalization is an ongoing transformation, not a single project
- **Focus:** Day-to-day challenges, infrastructure, staffing skills, resources, integrating with education/educational quality



What's up @FEBcon

Welcome to the May edition of the FEBcon newsletter! With summer approaching, we have many events regarding group work and information on various topics such as assessment, podcasts, challenge based learning and more. Please don't forget to complete the teaching practices questionnaire - your input is essential for improving our methods!

Events

- **May 30th 12:00 - 13:00: Lunch event**
"Navigating Group Work Challenges: Turning Setbacks into Learning Opportunities" at 5412.0006 (Career Services Room): You can sign up [here](#).
- **June 12th 10:00 - 12:00: Workshop** (Location to be announced): Join our interactive workshop to turn

Agenda



Lesson 2: Seamless Integration with Corporate Strategy

- **Key Point:** Digital strategy should align with corporate strategy
- **Examples:**
 - “Data analytics for optimizing student performance”
 - “Optimize on-campus experience”
 - “Enabling to prepare for future job market”
 - “Building in flexibility to absorb inflow fluctuations”

E.g. The “why” determines what tools/resources are relevant

Lesson 3: Collaborate and Co-Create to Breed Enthusiasm

- **Key Point:** Foster collaboration among stakeholders
- **Focus:** Innovative ecosystems, real-world alignment



 Faculty of Economics and Business ...
4,740 followers
1w · 🌐

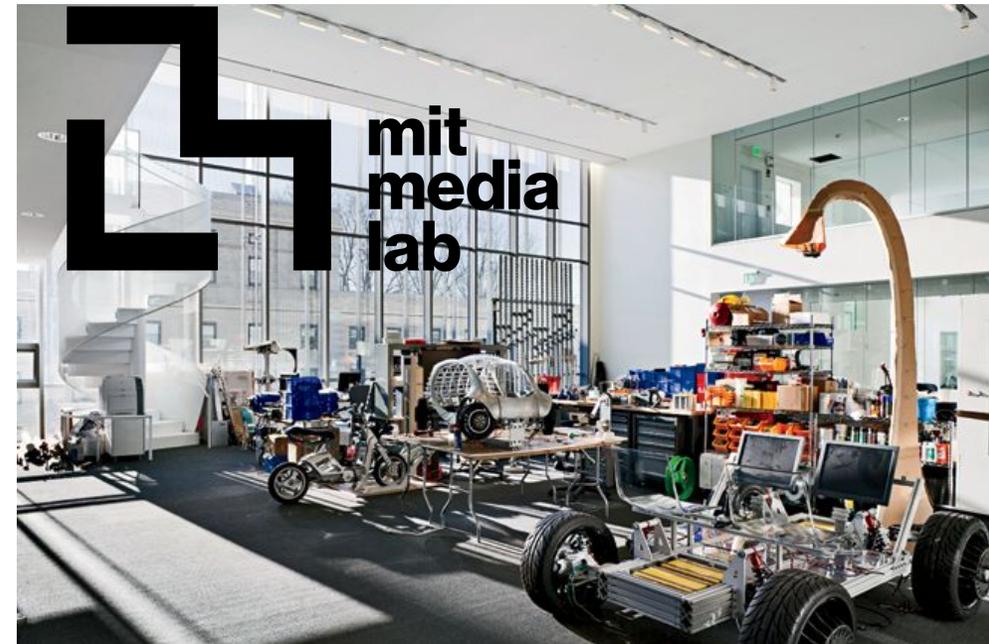
The Faculty of Economics & Business (FEB) and the [Oranjewoud Export Academy](#) (Oranjewoud) organized their very first “Northern Business Safari” at the end of May. In December 2023, FEB and Oranjewoud signed a strategic cooperation agreement. The Northern Business Safari fits with one of the main objectives of this strategic cooperation, namely building a ‘talentpool’ of students with whom the Oranjewoud members can be in touch for projects and job opportunities.

During the Northern Business Safari, a group of 22 students and lecturers visited three different Oranjewoud members in the province of Friesland. Most participants were Master’s students in ...see more

 You and 57 others 5 reposts

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 Add a comment...  



Lesson 4: Balance Autonomy and Prioritization

- **Key Point:** Support grassroots projects, integrate innovations, develop a culture of innovation and experimentation...

TEACHING
INNOVATION
Grants



St. George's College Aruvithura
Est. 1963

IDEATHON'22
Idea Pitching Competition

INNOVATION AND ENTREPRENEURSHIP DEVELOPMENT CENTRE

Tracks

- Product/Service
- Social Enterprise
- Research

Prizes worth ₹6000 for top 5 ideas

Prizes worth ₹2500 for top idea in each track

Prizes worth ₹15k

Registration Form
<https://www.stgc.ac.in/ideathon22>

Last Date: October 3, 2022

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V. Rev. Dr. Augustine Palackaparambil
Manager

Prof. Dr. Siby Joseph
Principal

Rev. Fr. George Pallikalayi
Baron & Centre Coordinator

Dr. Jijo Anil John
Vice Principal



STEM
INNOVATION
CONTEST

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Jio CREATIVE LABS
PRESENTS

unstop

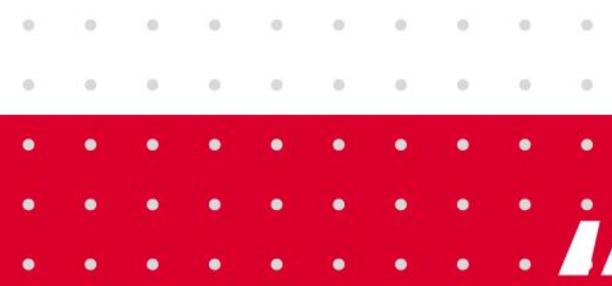
CREATIVE
HACKATHON

Register Now

PPIs upto ₹10 LPA
(via Glassdoor)

Summer Internships
at Jio Creative Labs

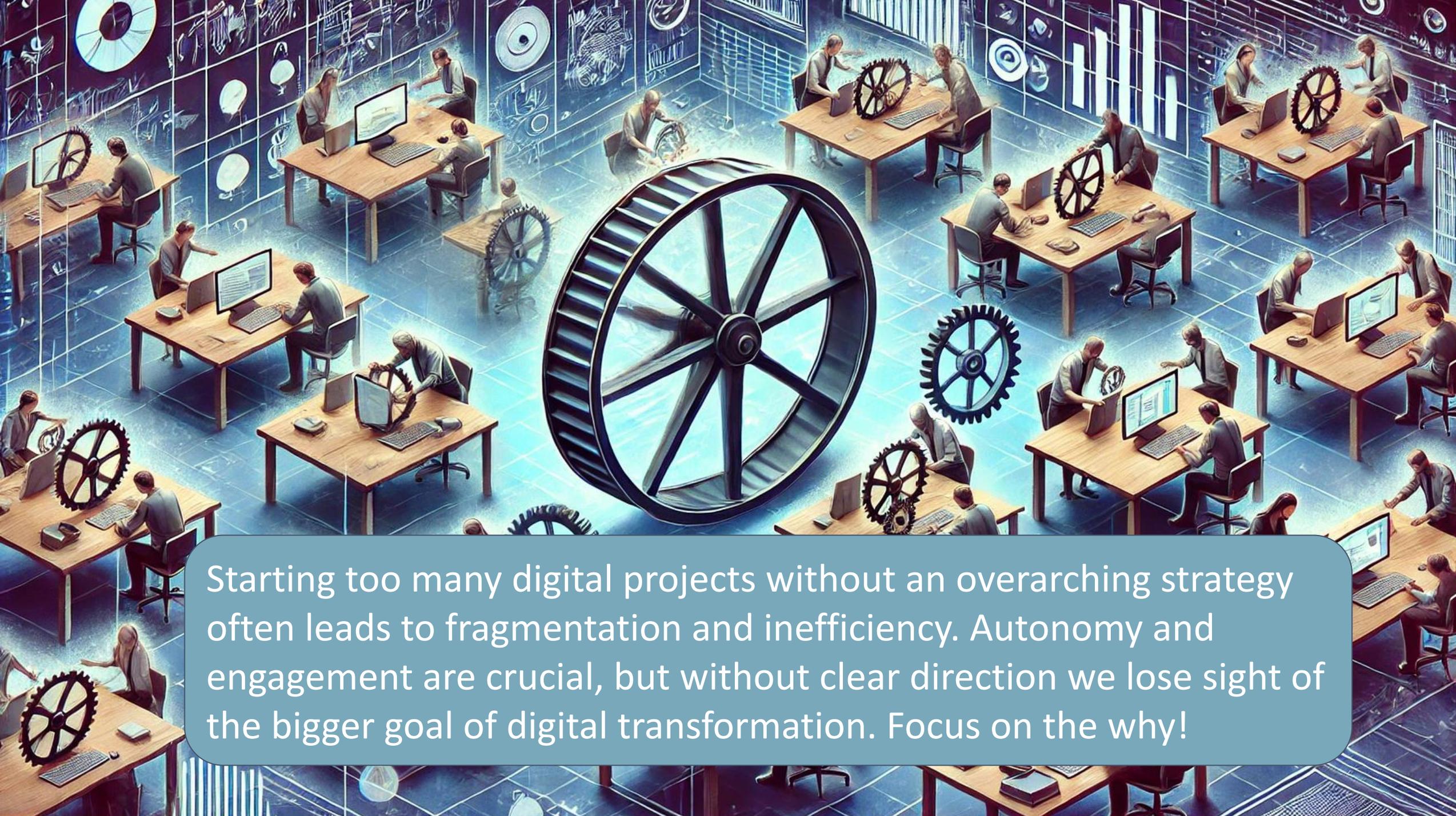
great for activating people, bottom-up experimentation, small-scale learning



**“YOU CAN DO
ANYTHING, BUT
NOT EVERYTHING.”**

David Allen





Starting too many digital projects without an overarching strategy often leads to fragmentation and inefficiency. Autonomy and engagement are crucial, but without clear direction we lose sight of the bigger goal of digital transformation. Focus on the why!

Lesson 5: The Human Side of Technology

- **Key Point:** Manage inclusiveness, privacy, sustainability
- **Focus:** Balance technological progress and human values



START: HUMAN BEINGS ARE AT THE **CENTER** OF ANY DIGITAL TRANSFORMATION.

CONNECT & LEAD: FOCUS ON CONNECTING WITH THE HUMANS WHO MOVE YOUR ORGANIZATION FORWARD, DEFINE THE **'WHY'** AND MOVE OUT FROM THERE.

SUCCESS: COMMUNICATE YOUR AUTHENTIC STORY AND PUT PEOPLE AT THE HEART OF YOUR TRANSFORMATIONAL EFFORTS, THEN SUCCESS WITH OPERATIONS AND TECHNOLOGY CANNOT BE FAR BEHIND.



01.

EMBRACE DIGITALIZATION AS
A CONTINUOUS PROCESS

prepare your staff &
ensure roadmap

02.

SEAMLESS INTEGRATION WITH
CORPORATE STRATEGY

fit digitalisation with
the why

03.

COLLABORATE AND CO-CREATE TO
BREED ENTHUSIASM

make use of early
adopters for momentum

04.

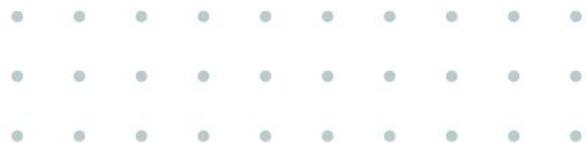
BALANCE AUTONOMY AND
PRIORITIZATION

manage enthusiasm
with a clear focus

05.

THE HUMAN SIDE OF
TECHNOLOGY

connect & lead and put
the people central





THANK YOU



university of groningen

<https://www.rug.nl/staff/t.l.j.broekhuizen/>

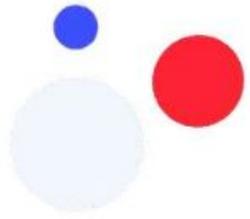


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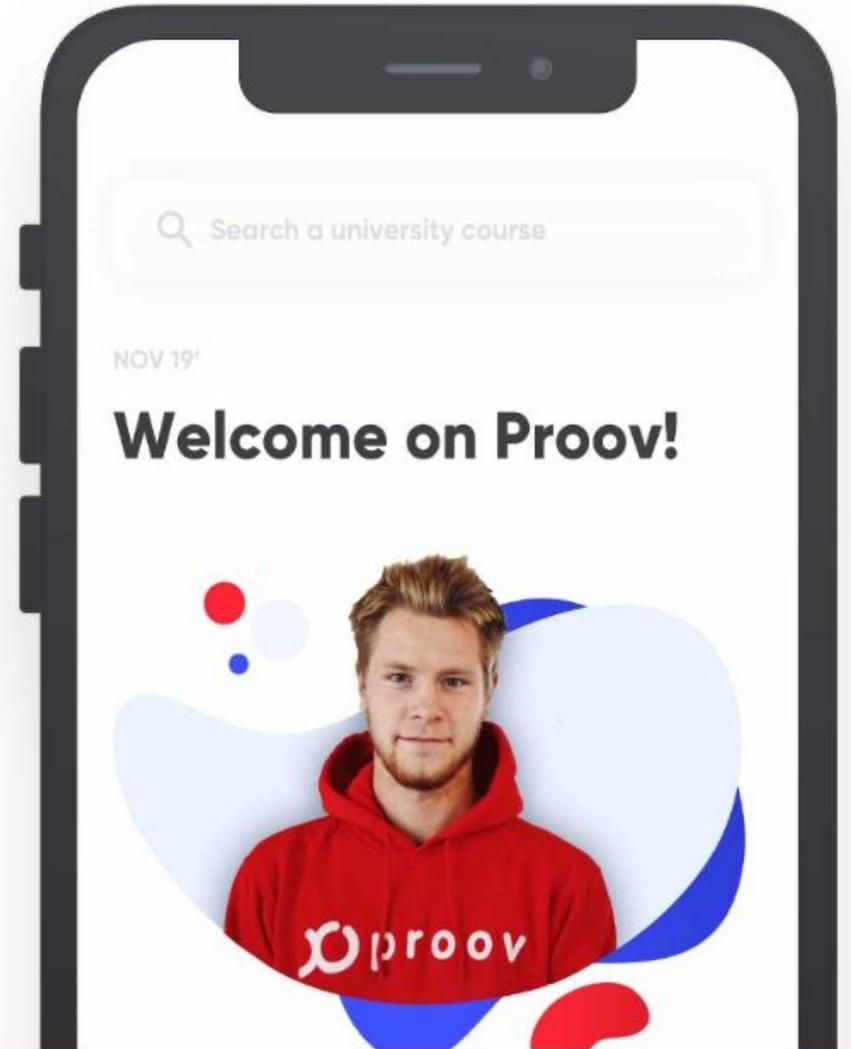
Acknowledgments

- Thank You: Marinke Sussenbach, Diana Andone, Carlos Garriga
- Contact Information: t.l.j.broekhuizen@rug.nl

Backup slides



Welcoming
students to the
new normal.



... and the formula for **student retention** is now changing too.

highest student churn rates in the first 1-50 days of term.

providing increased support for students and enabling technology from anywhere, particularly off campus.

89% of institutions see effective first-year student programs as a way to retain students.

nearly a 1/3 of college freshman drop out before their 2nd year.

students' sense of belonging can help students fit in socially and academically and avoid dropping out.



HOW?

Set a Strong Foundation

Make students **feel part of your community**, and impact their academic success and satisfaction positively.

Make them feel **connected** and part of your community to **increase their well-being**.

Tailor each student's experience. Make sure to welcome them to their new home 🏠

- Sense of community
- Student Peer Mentoring
- Early Networking
- Orientation & Induction
- Student Engagement



Mobile-First because Student First.

We create a sense of community **from their first day**, so that every student succeeds.

Students expect more and more from their universities. Show them the available resources you have. **Show them that you care.**

Equitable access to mentorship and support services **is no longer optional.**

