

How can *people* power your university's *digital transformation*?



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Government & Health



Building a better
working world

Trends in sustainability that will influence public sector actions

1| Green technologies to aid decarbonization effort

New technologies represent a critical part in reaching a net-zero future. The world does not yet have all the technologies it would need to achieve the net-zero transition. Green technology is not currently on track. To get there, policymakers will need to commit to a concerted effort to accelerate development

2| Carbon pricing can support climate action on a large scale

Carbon pricing is one of the most powerful tools available for guiding economies toward low-emission paths. To maximize the benefits, carbon price signals must be sustained, strengthened, and extended to a greater portion of global emissions

3| Green jobs and skills imperative for green transition

Green skills are an essential factor in achieving the success and speed of the green transition. Green jobs are increasing around the world, but far from what is needed. Governments must take urgent actions to close the green skills gap, upskill workers and enable the shift to more green jobs

4| Sustainable Infrastructure to accelerate net-zero pathway

Infrastructure is central to reaching a future where all people have reliable access to the services they need, whilst reducing carbon emissions that are driving global warming. A transformation of infrastructure is necessary to provide clean energy, green transportation and energy-efficient buildings

5| Sustainable financing is at the heart of net zero transition

The transition to a low-carbon economy requires substantial investments, which can only be achieved through a high level participation of governments, multilateral development banks, financial institutions and private investors

Accelerated use technology is vital for decarbonization

25-30%

of the climate technologies are in demonstration stage, with 10-15% technologies still being in R&D phase

20%

of the 2050 reduction needed to reach the 2050 net-zero target in the energy, materials and mobility industries, can be achieved by adopting digital technologies

US\$1.4t

Size of the climate technology market by 2027, growing at a CAGR of 8.8% from 2022

44.5k

Number of emerging technologies companies creating solution for climate change, an increase of four times over 2010

Digital technologies can help accelerate the transition and reduce emission in the high emitting sectors

- ▶ Emerging technologies are critical for achieving the climate goals
- ▶ As per a WEF survey, 40% of respondents said they believe digital technologies are having a positive impact on their sustainability goals
- ▶ Artificial intelligence, additive manufacturing and digital twins are some of the tools that are enabling the next set of climate solutions

Our Research

EY, in collaboration with **Oxford Saïd Business School**, conducted groundbreaking research into the demands for digital solutions in education and the human factors that drive success and failure of Higher Education transformation .

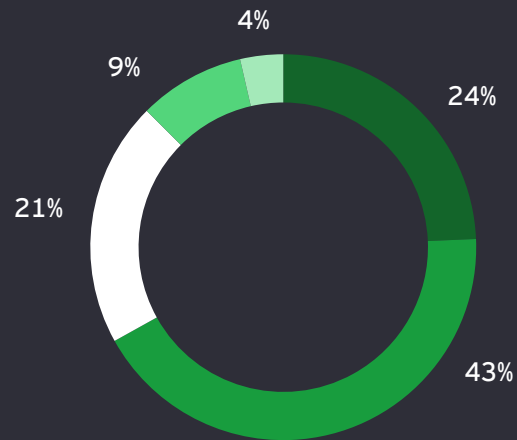
The report took data from more than 3,000 undergraduate and post-graduate students across eleven countries, including more than 500 across Ireland and the United Kingdom, as well as staff focus groups and interviews with university leaders

We discovered...

- ▶ 71% of Irish and UK students happy with choice of university, above global average of 67%
- ▶ Quality of online learning ranked lowest for student satisfaction globally.
- ▶ **Six key drivers** were identified, which, when combined, help prepare for and manage the transformation journey
- ▶ Putting **Humans@Centre** and applying the six key drivers dramatically increases the success rates for Higher Education transformations.

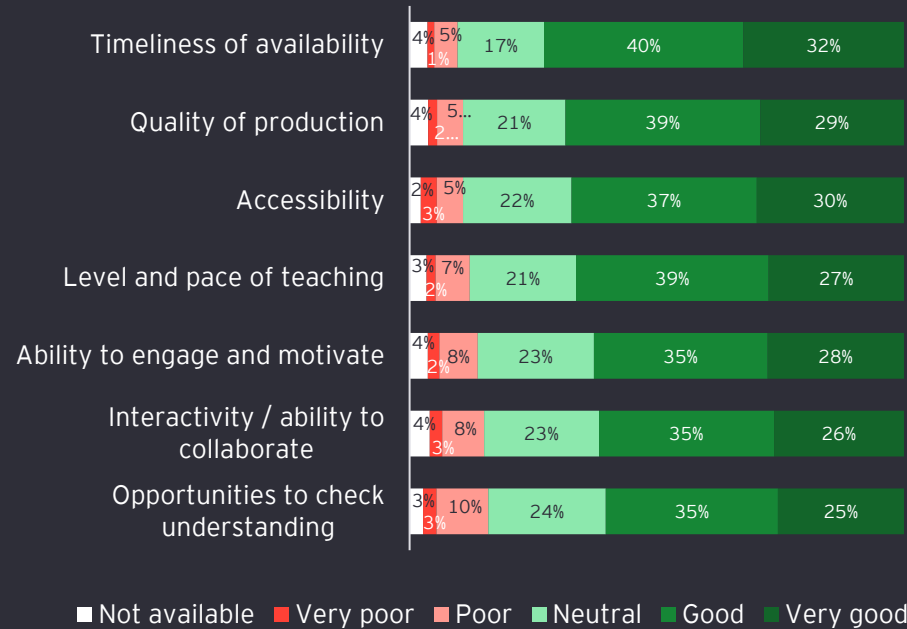
What do students want from their university experience?

Overall happiness with choice of university

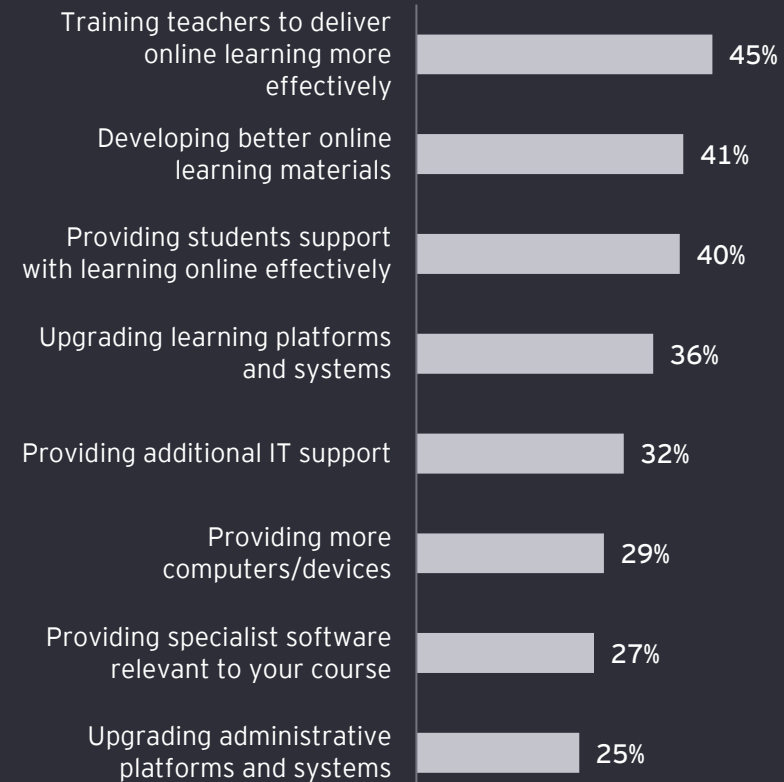


■ Very happy
■ Happy
■ Neutral
■ Somewhat unhappy
■ Very unhappy

How would you rate your course's online learning materials, in terms of...?



If funds were available, which of these technology areas would you most like to see your university invest more in? (top 3)



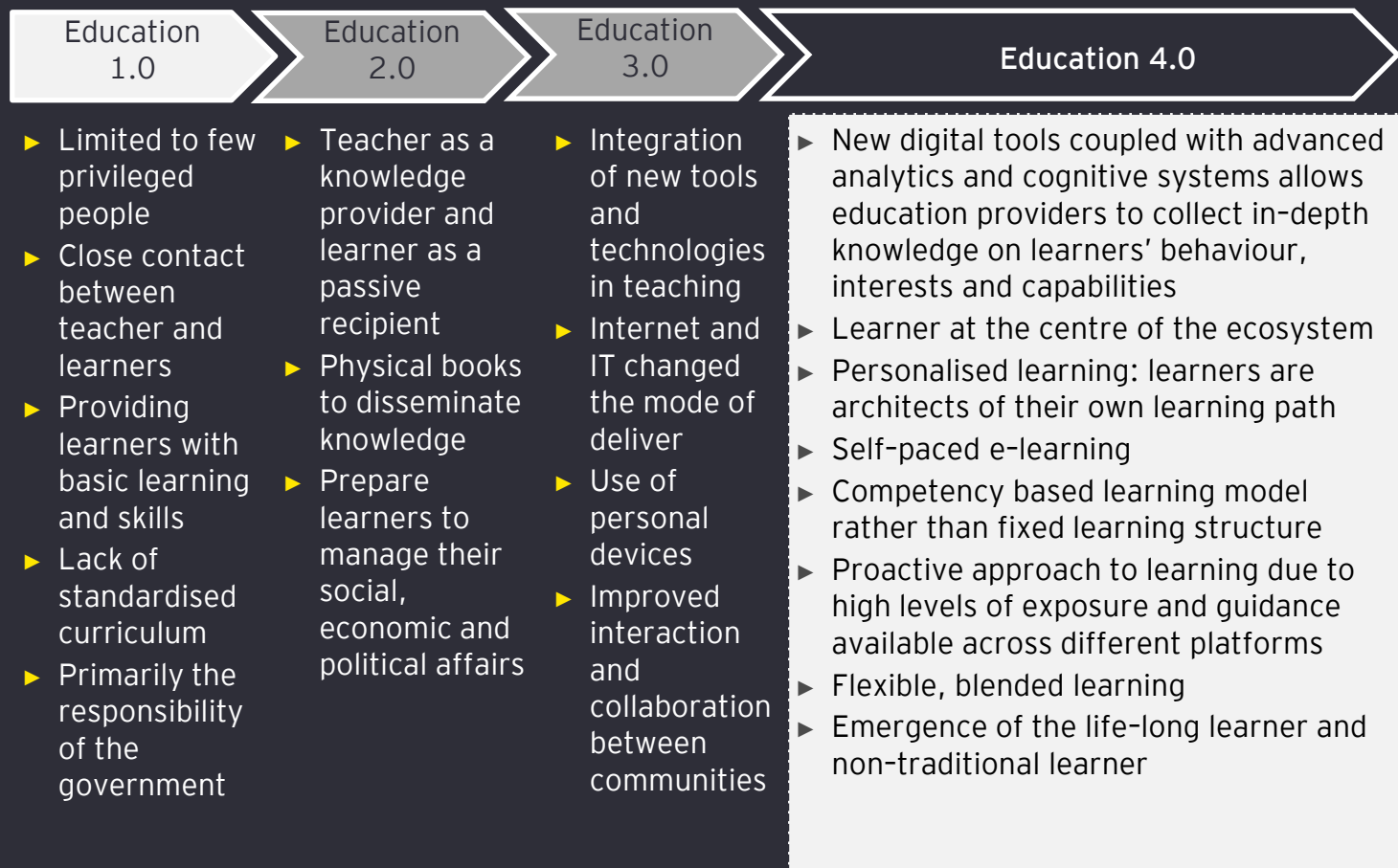
What do faculty members want from their higher education institution?

- **Empower me** – give me the evidence, training and support to deliver world-class digital or blended learning. Successfully incorporating digital learning relies on teachers' willingness and ability to adapt their teaching approaches and content. However, they are not all convinced of its merits, nor skilled in its creation or delivery.
- **Free me** – to devote more time to teaching or research. Innovative content delivery approaches can free faculty time for learning support. But they also need relief from administrative and low-value tasks.

In many universities, administrative services have been online for some time, but as they are not joined-up or intelligent, faculty still spend a lot of time accessing different systems to input or find data.

- **Enlighten me** – with the data I need to improve learning outcomes for my students. Faculty need insights to help improve teaching effectiveness, learning outcomes and student success. Digitalising education systems generates a wealth of data on student interactions, but more can be done to create actionable insight.

The future of education is moving towards learner and industry centric delivery. Technology is a key enabler to the higher education sector's reform.



What does this mean for Education?

Need to become a data-driven **actionable insights** organisation

Deliver next generation learner **access** and engagement

Foster a digital DNA and bring **innovation** with speed

Drive optimised efficiency, **security** and sustainability

The six key drivers of successful transformation all put Humans@Centre

01 To Inspire

- ▶ Disrupt: look elsewhere to have your thinking challenged.
- ▶ Build belief: clearly communicate to people “why” change is needed.

03 To Build

Use technology to bring vision to life:

- ▶ Make it real – quickly.
- ▶ Invest in your people to develop required mindsets and skills.

05 To Lead

Foster leaders who:

- ▶ Constantly work on themselves.
- ▶ Practice courage.
- ▶ Create a culture of accountability.
- ▶ Emphasise “we” not “me.”

02 To Care

- ▶ Acknowledge and plan for the emotional journey of both the workforce and leaders.
- ▶ Focus on creating the conditions where people can speak up.
- ▶ Manage the stress, keeping it a positive force without leading to anxiety or apathy.

04 To Empower

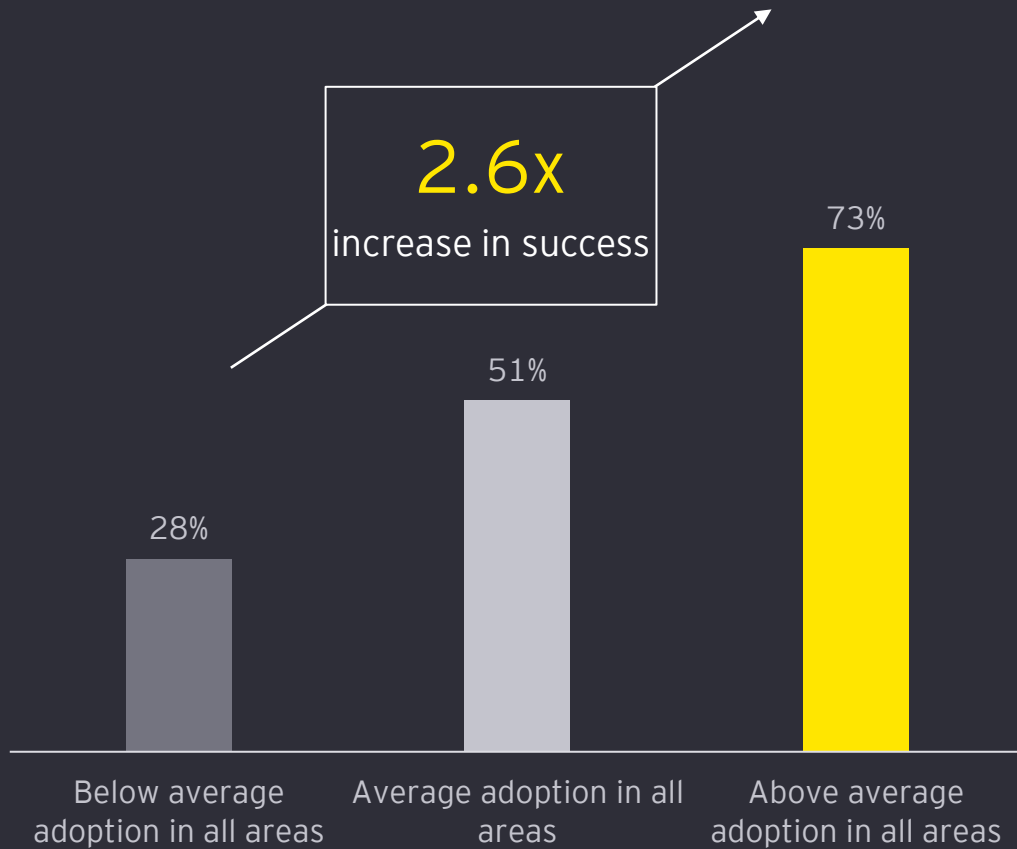
- ▶ Create autonomy for the organisation to execute.
- ▶ Encourage experimentation.
- ▶ Incentivise the shift.
- ▶ Accept that the pace of progress will ebb and flow.

06 To Collaborate

- ▶ Create an environment that fosters connectivity, collaboration and creativity.
- ▶ Deliberately co-create new ways of working.

It's not about doing one thing well.

Higher Education Transformations need to adopt practices across the six key drivers **to maximise the likelihood of success.**



¹ Logistic regression using maximum likelihood estimates; n=2,050.

² "Above" or "below" average refers to 1 standard deviation increase or decrease, respectively, in average leading practice adoption across all areas.

Source: Transformation Leadership Study 2022; EY Knowledge analysis

Conclusion: how to put people at the centre of your digital transformation

People are key to HE digital transformation success – even more so than choosing the right technology investments.

Leaders need to pay more attention to obtaining buy-in, nurturing innovation and collaboration, driving adoption, building skills, providing support and recognizing success.

Change will be a constant as digital transformation is a continual journey. Leaders need to create a culture of experimentation and innovation, whilst keeping staff energized and engaged in the ongoing change process.

As university leaders consider how to enable their people to power their digital transformation, we recommend these practical rules of thumb:

- 1 View digital transformation as a whole of organization programme, not a technology modernisation programme.
- 2 Prepare leaders to lean in and pay attention to the emotional and psychological state of the transformation, holding each other to account and offering each other support.
- 3 Create a social movement of change by consulting and co-designing with the whole workforce, investing adequately in change management and training, communicating strategically and finding and mobilizing invisible influencers.
- 4 Commit to getting things done quickly, giving people access to the technology early, so everyone has a sense of progress and benefits, to maintain momentum and enthusiasm.
- 5 Come together across the organization to celebrate successes regularly, to continually energize and keep momentum going.

“

By adopting leading practices around the 6 key drivers, universities will be able **to harness the power of their people** so that they can deliver **transformation success**

Saïd Business School, University of Oxford & EY Joint Study; “Transformation is Human” (2022)

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Thank you

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