DigiLEAD: Supporting School Leaders to build a Digital Transformation Strategy

PR2 -Training Course for School Leadership Teams

Module 1: Development of a school vision for digital transformation

Overview Module 1

Module 1: Development of a school vision for digital transformation	
Unit 1: Creating a successful digital transformation strategy	**Unit 2: Conducting a SWOT analysis for the school digital transformation**
- recognize the importance of developing a digital transformation strategy in their schools - investigate needs and gaps in regards to their school's digital transformation - identify the components of a digital transformation plan - develop a digital transformation plan (school vision, SMARTer objectives, actions) - set monitoring measures to monitor and evaluate the progress of the implementation of the plan	- determine schools' strengths, weaknesses, opportunities and threats related to the digital transformation of the school - develop strategies that build on strengths, address weaknesses, capitalize on opportunities, and mitigate threats to ensure a successful digital transformation - ensure access to an organizational planning with a main emphasis on issues of cooperation, participation, collectivity, research and action

UNIT 1

Let's reflect…

What is a school vision?

Why is it important for a school's digital transformation?

Which are the main challenges in creating and implementing it?

1. In your group, reflect on these questions.

2. Note your thoughts on the padlet: https://padlet.com/michaelaprotopapa/u90qjj9y5vanu0y1

3. Discuss in plenary.

A school vision:

➢ shows where the school seeks to be in the future (main priorities and values)

➢ supports the school leadership team to guide the whole school community towards a common direction and growth

➢ sets the starting and end point

➢ identifies the relevant actions needed for improvement and effectively guides involved parties towards this direction.

Source: Pixabay

School vision – challenges

Main challenges when creating and implementing a school vision:

- lack of awareness, skills, confidence

- limited support and training

- limited funding

- inadequate infrastructure and equipment

- no systemic approach

- lack of relevant mind-set and proactivity

- low level of autonomy or flexibility

School vision & strategic objectives

The school vision should be:

✓ 1st part of the digital transformation strategy

✓ One or two sentences long

✓ Concise

✓ In future tense

✓ Visually appealing (diagram or table)

✓ Followed by SMARTer objectives

✓ Answering WHY, WHAT, HOW (importance, objectives, actions)

What are SMARTer objectives?

S Specific

M Measurable

A Action-orientated

R Realistic

T Timed

E Evaluated

R Reviewed

SMARTer objectives

OBJECTIVE: Further train the teaching staff to integrate ICT in the learning process.

SMARTer objective

- **1 teacher per subject- matter** to attend at least **2 seminars/ webinars/ courses** related to digital technologies (Specific and Measurable)
- By **the end of the school year** (2023-2024) (Time-bound)
- Then, **share the knowledge with colleagues** that teach the same subject-matter (Relevant, results-oriented)
- The acquired knowledge and skills should be implemented in at least **1 lesson plan per teacher,** which will be attended and **assessed by the school leadership team and co-worker** (Measurable, Evaluated)

SMARTer objectives - Activity in groups

Is it SMARTer enough?

Duration: 20 minutes

1. In your group, choose one objective from those given on the *Worksheet M1.U1.4a.*

2. Use *the Worksheet M1.U1.4b* and make it SMARTer, based on what you have already learnt.

3. Discuss the results in plenary.

4. Then, think of ways you can structure and present the vision and action plan of your school.

School vision & action plan (presentation)

A. Diagram

Source:Government of South Australia
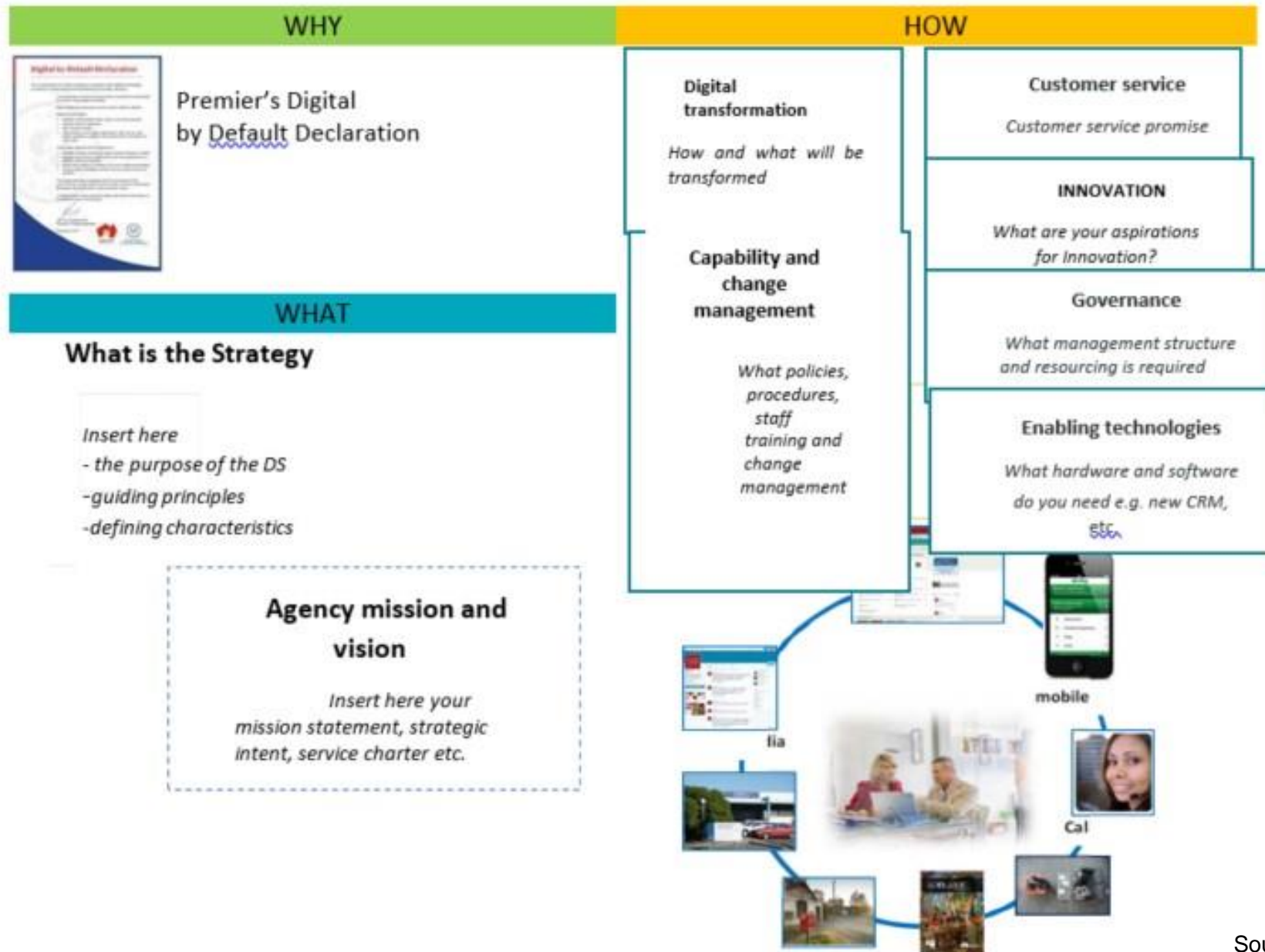
School vision & action plan (presentation)

B. Pie chart

Source: EDTECH

School vision & action plan (presentation)

C. Excel or word table

Goal/ Objective	Action(s)	Responsible staff	Time frame	Resources	KPIs/ Validation

Monitoring & KPIs –Brainstorming session

An integral part of your school's digital transformation plan is monitoring.

Let's reflect…

Duration: 10 minutes

Why is monitoring the progress of the action plan important?
How can you monitor the progress?

1. In your group, reflect on these questions.

2. Note your thoughts on the padlet: https://padlet.com/michaelaprotopapa/u90qjj9y5vanu0y1
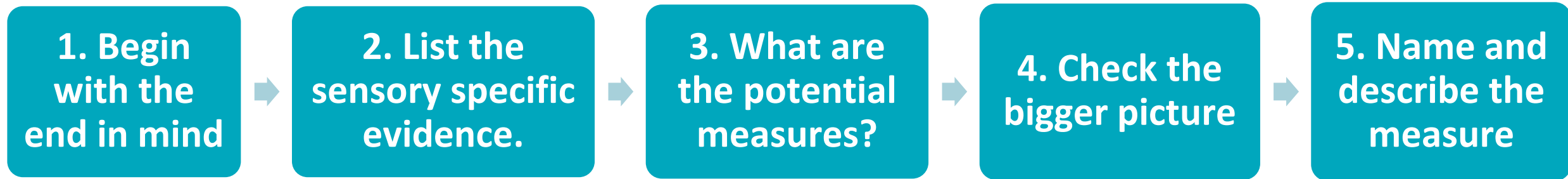
3. Discuss in plenary.

Monitoring & KPIs

➢ Monitoring means assessing whether and in which level the actions set in your plan are implemented and the impact/results these have on the school community.

➢ It helps school leaders have a clear understanding on how the action plan progresses, identify any issues, delays or gaps and revisit and readjust it accordingly, if needed.

➢ To be able to do this, you can use KPIs in your action plan.

➢ KPIs are **Key Performance Indicators**: objective evidence of the degree to which a performance result is occurring over time. Simply put, KPIs are the specific numbers or percentages to be achieved in a specific time frame.

> "What gets measured, gets done"
> Peter Drucker

Monitoring & KPIs

PuMP (Performance Measure Blueprint)

| 1. Begin with the end in mind | → | 2. List the sensory specific evidence. | → | 3. What are the potential measures? | → | 4. Check the bigger picture | → | 5. Name and describe the measure |

Monitoring & KPIs – Activity in groups

Let's use some KPIs...

Duration: 20 minutes

1. In your group, go back to *Worksheet M1.U1.4b* and read again the SMARTer objective you have produced.

2. Identify the KPIs and try to add some more to make it more measurable.

3. Discuss the results in plenary.

Needs analysis - Activity in groups

Let's reflect on needs & gaps…

Duration: 20 minutes

Why is needs analysis important when developing the digital transformation plan?

Which tools can you use to collect qualitative and quantitative data?

1. In your group, reflect on these questions.

2. Note your thoughts down on a notebook.

3. Discuss in plenary.

4. You will then be given *the Needs Analysis Sheet M1.U1.6* to go through.

Monitoring & Evaluation – Activity in groups

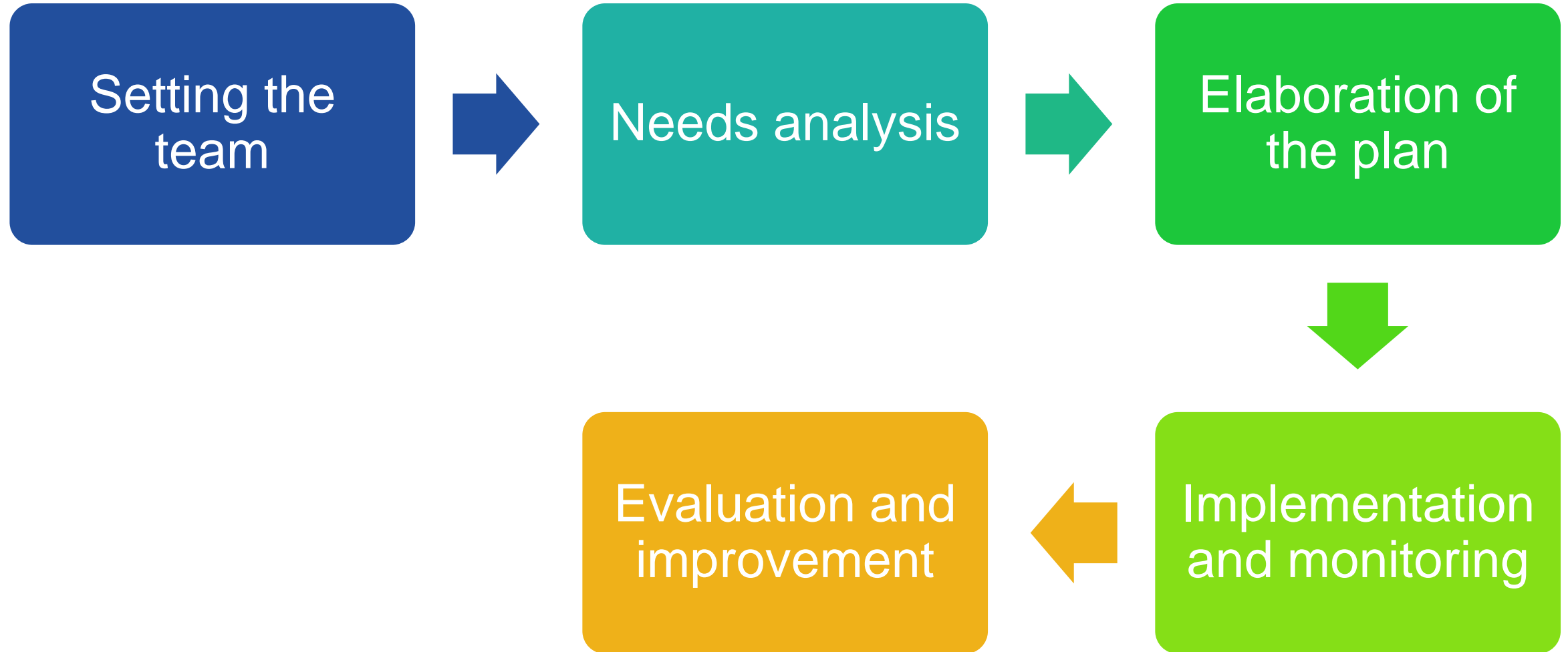**Let's check the progress…**

🕐 Duration: 20 minutes

1. In your group, read the *Monitoring & Evaluation Sheet M1.U1.7* (checklist & questions to collect feedback, monitoring and evaluation calendars)

2. Discuss in plenary.

Best practices – European Level

- Estonian E-school Strategy

  https://www.oecd-ilibrary.org/docserver/298d6678-en.pdf?expires=1687280523&id=id&accname=guest&checksum=D93E12A9329CEE89FEE0DAB6E5B71C75

- Transforming Finnish schools to mobile learning environments with a competence-based core curriculum

  https://unesdoc.unesco.org/ark:/48223/pf0000368078

- The Netherlands' Digitalization Strategy

  https://www.nederlanddigitaal.nl/documenten/publicaties/2019/11/13/english-version-of-the-dutch-digitalisation-strategy-2.0

- Irish Digital Learning Framework

  https://www.dlplanning.ie/wptent/uploads/2018/10/DLF_Primary.pdf

- Spain- School Digital Plan Description and Guide

  https://intef.es/wp-content/uploads/2021/12/Guide_School_Digital_Plan_INTEF.pdf

Stages for the digital transformation plan

Setting the team → Needs analysis → Elaboration of the plan

Evaluation and improvement ← Implementation and monitoring

UNIT 2

S.W.O.T. analysis specifics

Type
- Strategic analysis tool

Fields of implementation
- Education, industry, and others

Fields of interest
- Internal environment of the organization

Strenghts   Weaknesses

- External environment of the organization

Opportunities   Threats

Preconditions for the usage of S.W.O.T. analysis

Two categories of preconditions

Systemic

Non-systemic

Preconditions for the usage of S.W.O.T. analysis

Systemic preconditions

- ❑ the existence of a culture, unified values, elaborate vision

- ❑ the enhanced autonomy of the school

- ❑ the existence of accountability institutions

- ❑ the democratic mode of operation of the educational system

Preconditions for the usage of S.W.O.T. analysis

Non-systemic preconditions

❑ the strengthening of communication and relationships through digital tools

❑ the systematic use of ICT for the gradual transformation of learning

❑ the reflection and feedback of teaching practices from the use of ICT

❑ the creation of digital resources to support teaching

❑ the systematic guidance and support of school management by the leaders

❑ the acquisition of the necessary resources

The rationale for S.W.O.T. analysis

S

-These are our strengths…
-We are proud of them …
-Up here we can build…
-We must continue to take care of this …

W

-This is not going well
-Problems at, shortcomings …
-This bothers us ...
-That's why we need to anticipate improvements …

O

-These are our possibilities…
-These we want to use…
-It is worth investing there ...
-We need to develop this …

T

-We must be careful …
-There are dangers...
-That is why we must provide ...
-That's why we have to think of solutions, take precautionary measures…

S.W.O.T. analysis examples of criteria: STRENGTHS

Internal aspects or characteristics that differentiate your school from others.

- ➤ Quality characteristics

- ➤ Human resources

- ➤ Experience

- ➤ Location

- ➤ Implementation of innovations

- ➤ Development of collaborations

You are members of your school's SWOT Analysis Coordination Team. Write down at least 4 **Strengths** related to digital transformation according to the above criteria. Present them (the representative of your group).

Duration: 5 minutes

Areas where your school underperforms or lacks an essential component.

Factors preventing the execution of the school's mission and purpose

➢ Commitment

➢ Resources

➢ Experience

➢ Logistics infrastructure

You are members of your school's SWOT Analysis Coordination Team. Write down at least 4

Weaknesses related to digital transformation according to the above criteria. Present them

(the representative of your group). Duration: 5 minutes

External factors that can lead to positive outcomes

➢ What good external opportunities are there for the organization?

➢ What are the existing interesting trends?

➢ Valuable opportunities from:

- Changes in technology

- Changes in government policy

- Changes in social level, demographic level and level of lifestyle

- Local events

You are members of your school's SWOT Analysis Coordination Team. Write down at least 4 **Opportunities** that can be explored for digital transformation according to the above criteria.

Present them (the representative of your group).

Duration: 5 minutes

S.W.O.T. analysis examples of criteria: THREATS

External Factors and conditions that are likely to harm achieving the school's objectives or making the objectives redundant or unachievable.

- ➢ Obstacles

- ➢ Changes in job specifications

- ➢ Government policy

- ➢ Legislation

- ➢ Changes in the environment/area

- ➢ Teacher mobility

You are members of your school's SWOT Analysis Coordination Team. Write down at least 4

potential threats to the digital transformation process according to the above criteria.

Present them (the representative of your group).   Duration: 5 minutes

S.W.O.T. action plan / process steps

Goal/ Objective	Action	Responsible staff	Timeframe	Resources	KPIs/ Validation
Tease out SWOT items	Run a SWOT Workshop using SWOT questions	SWOT Analysis Coordination Team School leadership team		Reports Survey interviews	Number of participants
	Use a SWOT cheat sheet to help the team	SWOT Analysis Coordination Team		SWOT cheat sheet	Number of cheat sheet questions
	List and prioritize SWOT items	SWOT Analysis Coordination Team		Excel sheets Available budget	Number of SWOT items
Create a SWOT matrix	Arrange SWOT areas into "Internal" and "External" as well as "Helpful" and "Harmful"	SWOT Analysis Coordination Team		Excel sheets	Balance of internal / external, helpful/harmful items
Create SWOT actions in matrix	Describe actions for each of the priority SWOT items	SWOT Analysis Coordination Team		Available budget Excel sheets	Number of actions
Create SWOT Roadmap	Plan the delivery of the actions	School leadership team		Available budget Excel sheets	Time of delivery of actions

S.W.O.T. analysis - Group Work

Duration: 15 minutes

Group work: You are members of your school's SWOT Analysis Coordination Team:

Prioritize the Strengths, Weaknesses, Opportunities, and Threats items from your previous analysis.

➢ Create the SWOT Matrix

➢ Create SWOT actions in Matrix

➢ Create SWOT Roadmap (optional)

➢ Present your work (the representative of your group)

Resource and Example on SWOT analysis

- DigiLEAD SWOT analysis production (.xlsx file) *Available at:*

https://docs.google.com/spreadsheets/d/1u56ODOgJBnAzIv2XK2_rBBybZXXMpmrr/edit?usp=sharing&ouid=100394976210520425997&rtpof=true&sd=true

*Save to your hard drive before working

SWOT analysis: digital transformation in education

- https://hospitalityinsights.ehl.edu/swot-analysis-digital-transformation-in-education

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