

TOP IT ISSUES OF 2021

Emerging from the Pandemic

Susan Grajek

Vice President, Communities and Research, Educause

sgrajek@educause.edu



Most students believe school re-opening was the wrong choice



Most students believe school re-opening was the wrong choice



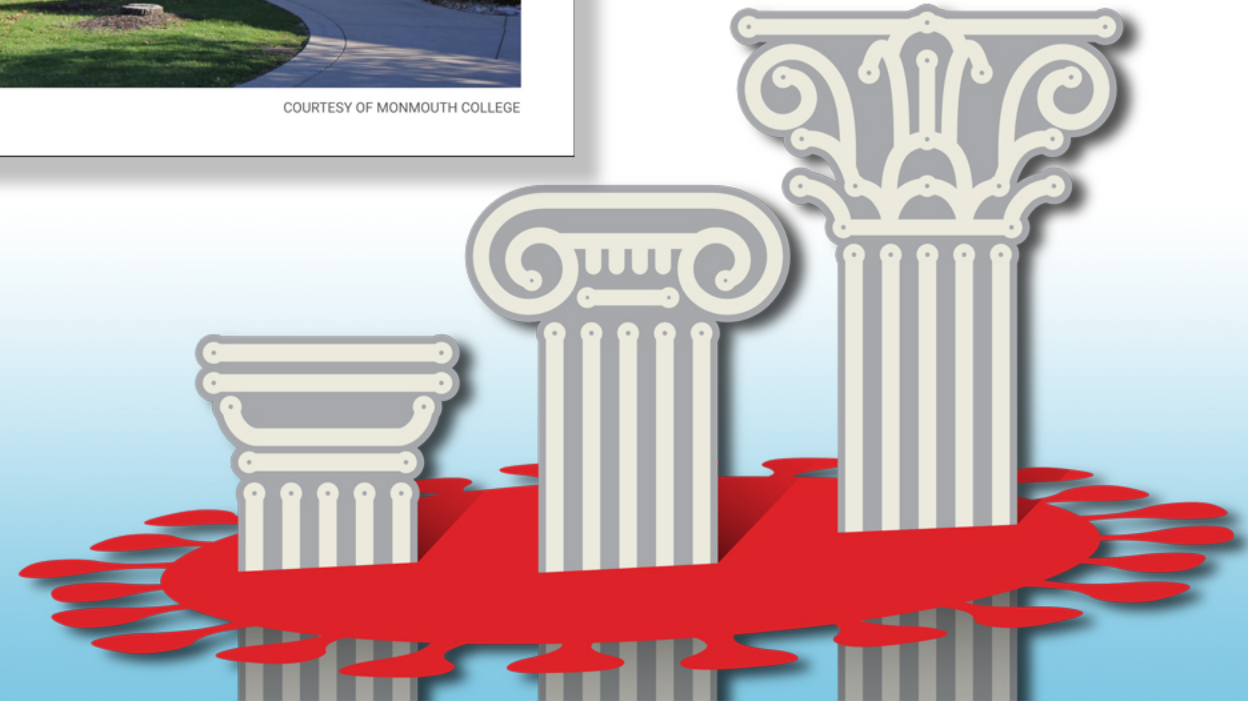
How a Small College Thinks It Can Survive Covid-19

By *Scott Carlson* | AUGUST 4, 2020



Monmouth College, in Illinois

COURTESY OF MONMOUTH COLLEGE



Most students believe school re-opening was the wrong choice

THOSE WE'VE LOST

Felicia Campbell, Professor Who Studied Gambling and Pop Culture, Dies at 89

Ms. Campbell was the longest-serving professor at the University of Nevada, Las Vegas. She died of complications of the novel coronavirus.



Felicia Campbell taught an eclectic slate of courses at U.N.L.V.: chaos theory, detective novels, science fiction, Asian and African-American literature and pop culture. She was photographed in her office in 2016. Bill Hughes/Las Vegas Review-Journal

FACING THE FALL



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RESIDENCE LIFE



Covid-19 Pushes RAs to the Breaking Point: Some Are Striking. Others Quit.

By *Katherine Mangan* | SEPTEMBER 18, 2020



KEN RUINARD VIA IMAGN

A freshman (right) talks with her resident adviser during move-in on one campus. RAs across the country face increased pressures this fall to enforce public-health guidelines and counsel students on Covid-19 risks.



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CAMPUS HEALTH

Iowa Universities Are Caught Between Covid-19 and Politics

By *Eric Kelderman* | SEPTEMBER 7, 2020



JOSEPH CRESS, IOWA CITY PRESS-CITIZEN VIA IMAGN

A poster promoting a protest last month against in-person classes features a photo of the U. of Iowa's president, Bruce Harreld, as a "missing person."



KEN RUINARD VIA IMAGN

talks with her resident adviser during move-in on one campus. RAs across increased pressures this fall to enforce public-health guidelines and counsel 19 risks.

Felicia Campbell, a professor at the University of Iowa, died in 2016. Bill H.

In opening their campuses this fall, the presidents of Iowa State University and the University of Iowa have tried to perform a sort of balancing act.



The Pandemic will end



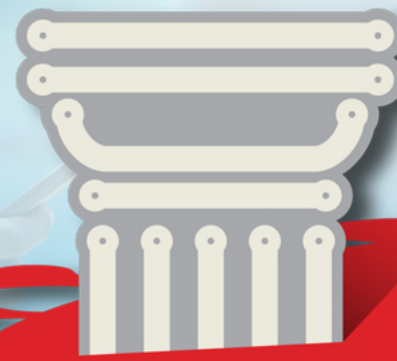
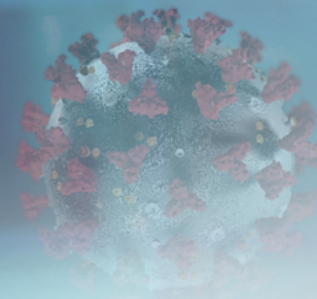
A topographic map of a region, likely a mountain range or plateau. The central area is a large, dark blue/purple oval, possibly representing a deep valley or a specific geographical feature. The surrounding terrain is depicted with various shades of red, orange, and yellow, indicating different elevations and geological formations. The map shows a complex network of ridges and valleys, with the central area being the lowest point.

What
happens
next?



Alternative Futures

A new approach for 2021



Assumptions for the 2021 Top Issues

1. The Pandemic will begin to resolve some time in 2021

McKinsey
& Company

Healthcare Systems & Services Practice

When will the COVID-19 pandemic end?

Normalcy by spring, and herd immunity by fall? We assess the prospects for an end in 2021.

This article was a collaborative effort by Sarun Charumilind, Matt Craven, Jessica Lamb, Adam Sabow, and Matt Wilson.



Assumptions for the 2021 Top Issues

1. The Pandemic will begin to resolve some time in 2021
2. Our scenarios should be high-level views of possible recovery visions



The Scenarios



Restore:

Figuring out how to get back to where we were before the pandemic



Evolve

Adapting to the new normal



Transform

Redefining our institution and taking an active role in creating the innovative future of higher education

Assumptions for the 2021 Top Issues

3. A single scenario would probably fit very few institutions

We sorted issues into five focus areas:

- Institutional financial health and business model
- Recruiting and supporting students
- Culture and workforce
- Education and academic work
- Technology and data



The Vote: 19 issues *(same as always)*

- Affordability and digital equity
- Agility and change
- Cost management
- Data and analytics
- Digital transformation
- Enrollment and recruitment
- Equitable access to education
- Financial health
- Holistic student experience
- Information security
- Institutional culture
- Institutional innovation
- Online learning
- Risk management
- Student success
- Technology alignment
- Technology strategy
- Technology-enabled curriculum
- Work from anywhere

RESTORE



EVOLVE



TRANSFORM



#1. Cost Management

Reducing institutional costs and increasing workforce efficiency

#1. Student Success

Advancing student support services to help students attain academic and career goals

#1. Institutional Culture

Contributing to a culture of transformation

#2. Online Learning

Strengthening online and hybrid education

#2. Equitable Access to Education

Providing technologies, support, and policies for diverse users

#2. Technology Alignment

Identifying and applying sustainable digital strategies and innovations

#3. Financial Health

Revising budget models and IT governance

#3. Online Learning

Progressing from emergency remote teaching to online learning

#3. Technology Strategy

Developing an enterprise architecture that keeps pace with strategic change

#4. Affordability & Digital Equity

Providing increased support for students' technology needs and enabling technology availability

#4. Information Security

Developing a cybersecurity operations strategy

#4. Enrollment & Recruitment

Exploring and implementing creative holistic recruitment solutions

#5. Information Security

Providing information security leadership

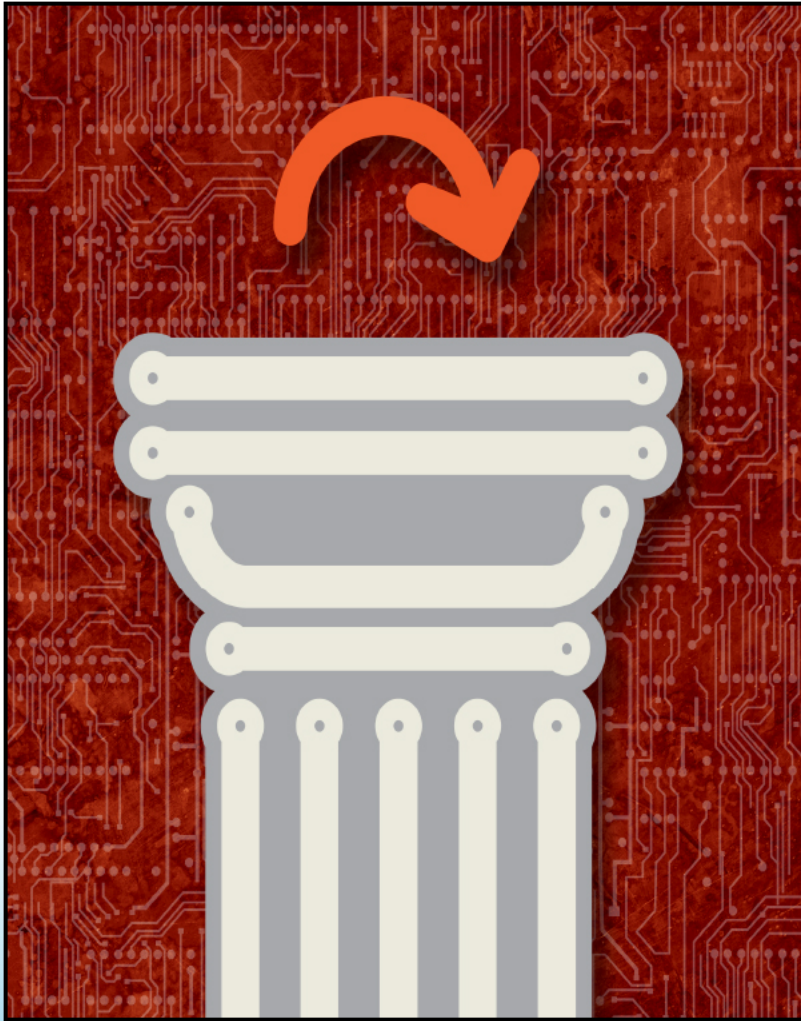
#5. Financial Health

Partnering to develop new funding sources

#5. Cost Management

Focusing on digital transformation

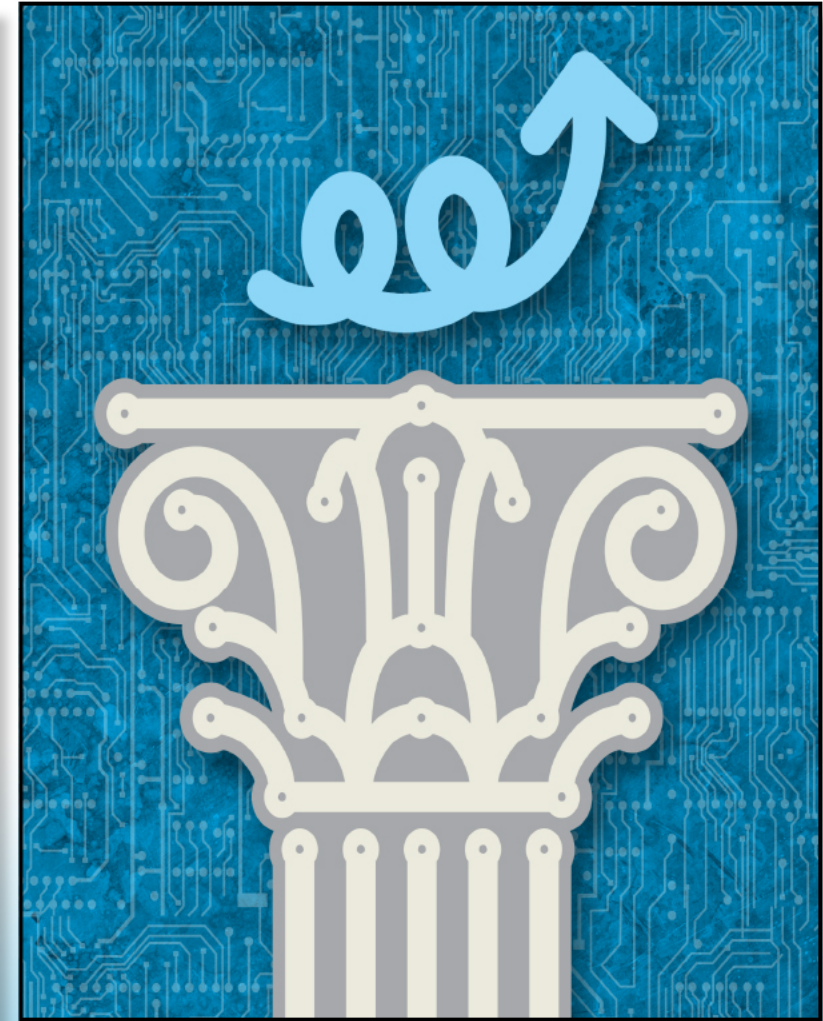
Three Paths for Higher Education's Emergence from the Pandemic



Restore



Evolve

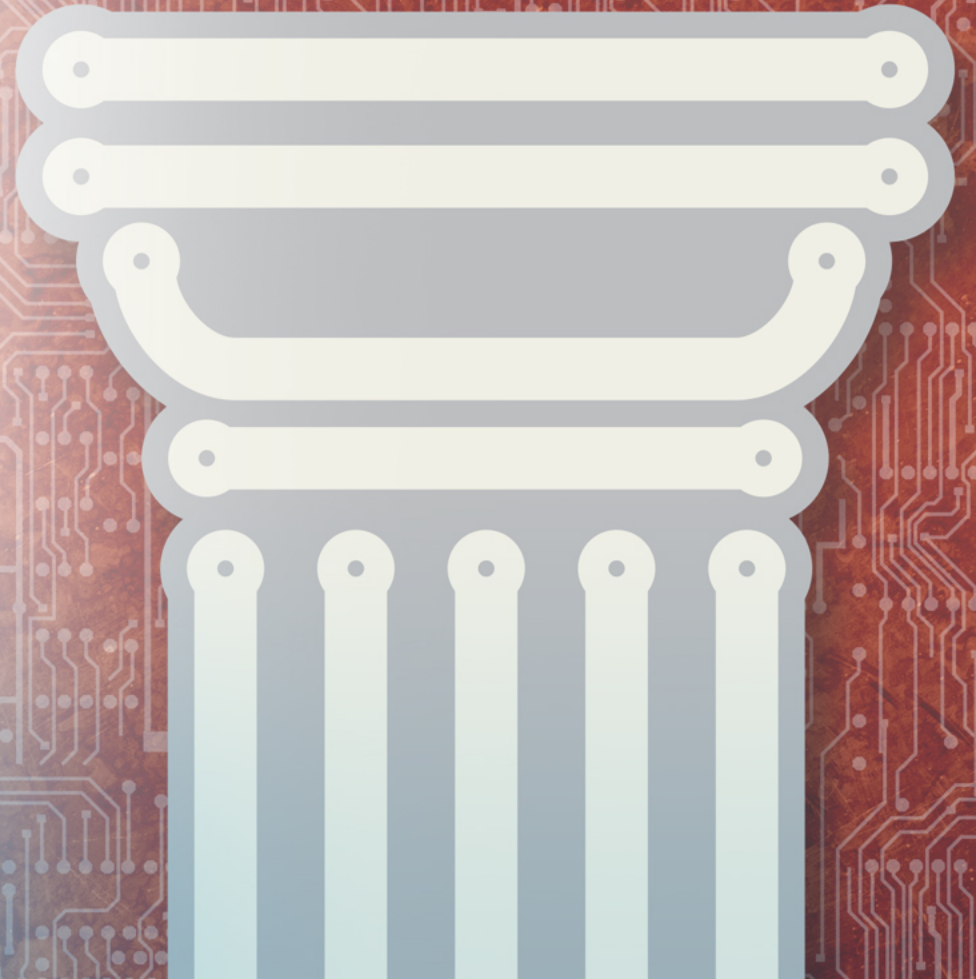


Transform

The Top IT Issues

Restore

What to do to get back to where we were before the pandemic



Restore

RESTORE



#1. Cost Management

Reducing institutional costs and increasing workforce efficiency

#2. Online Learning

Strengthening online and hybrid education

#3. Financial Health

Revising budget models and IT governance

#4. Affordability & Digital Equity

Providing increased support for students' technology needs and enabling technology availability

#5. Information Security

Providing information security leadership

- 1. Cost Management:** Reducing institutional costs and increasing workforce efficiency through process redesign and automation, data and analytics, and other technology solutions
- 2. Online learning:** Strengthening online and hybrid education by providing on-demand support for course development and delivery and advocating for processes, policies, and support structures to increase student and institutional readiness
- 3. Financial health:** Revising budget models and IT governance to preserve critical IT operations and capacities in the face of institutional financial challenges
- 4. Affordability and digital equity:** Providing increased support for students' technology needs and enabling technology availability from anywhere, particularly off campus
- 5. Information security:** Providing information security leadership that supports faculty, students, and staff returning to campus, while being budget-conscious and ensuring a safe and secure recovery

RESTORE

EVOLVE

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1. Cost Management

Reducing costs, increasing workforce efficiency

1. Student Success

Student support services to help students attain academic & career goals

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Revising budget models and IT governance

3. Online Learning

Progressing from emergency remote teaching to online learning

3. Technology Strategy

Enterprise architecture keeps pace with strategic change

4. Affordability, digital equity

Increased support for student tech needs & technology availability

4. Information Security

Developing a cybersecurity operations strategy

4. Enrollment & Recruitment

Implementing creative holistic recruitment solutions

5. Information Security

Information security leadership

5. Financial Health

Developing new funding sources

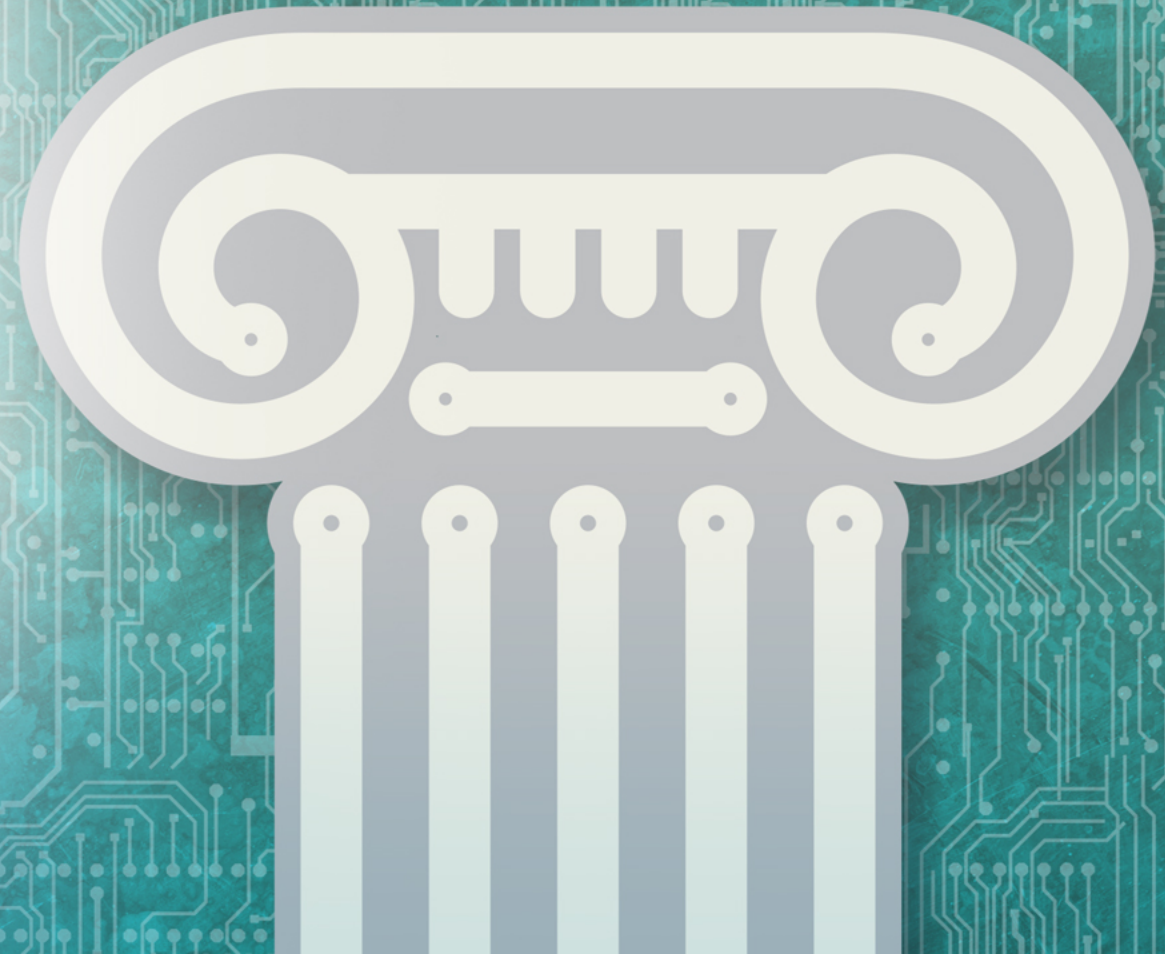
5. Cost Management

Focusing on digital transformation

The Top IT Issues

Evolve

*Adapting to the
new normal*



The Top IT Issues

Evolve

*Adaptive Evolution
to Meet Post-
Pandemic Students
Where They Are*



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Student support services to help students attain academic & career goals

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Developing new funding sources

1. Student Success

Advancing student support services to help students attain their academic and career goals by integrating data systems, user interfaces, policies, and guided pathways

What will evolve?

- Interest in using additional personal and situational data about students

Bottom line

- Student success efforts must be holistic and comprehensive

Challenges

- Affording new investments
- Students' situations will be more precarious



2. Equitable Access to Education

Providing technologies, support, and policies for diverse users and equitable access to bridge the digital divide and reduce equity gaps

What will evolve?

- Recognition of institutions' responsibility for ensuring equitable access to education

Bottom line

- Providing equitable access extends far beyond network connectivity and requires understanding the full range of challenges students face

Challenges

- Institutions' existential struggles overshadowing making-things-better struggles
- Empathy deficits, induced by pandemic exhaustion
- Diversity of needs and situations



3. Online Learning

Progressing from emergency remote teaching and learning to online learning by advancing best practices in technology-enabled teaching and learning

What will evolve?

- Applications of technology to teaching and learning will become more connected to pedagogy and more integrated with classroom-based learning

Bottom line

- Teaching and learning will never be the same

Challenges

- Stakeholders pressuring for the primacy of face-to-face learning
- Change management



4. Information Security

Developing a cybersecurity operations strategy that effectively detects, responds to, and mitigates security threats regardless of where students, faculty, and staff are located

What will evolve?

- Completely remote education, research and work will become permanent in many aspects

Bottom line

- Additional leadership, infrastructure and services are needed to support expanded off-campus activities

Challenges

- Rethinking security and privacy strategies
- Continued and expanding data harvesting by solution providers



5. Financial Health

Partnering with advancement, research, and other institutional areas to develop new funding sources and partnerships

What will evolve?

- Financially creative ways to fund technology

Bottom line

- Institutional leaders have increased understanding of the value of technology

Challenges

- Managing the risk of partnerships
- Finding the energy for entrepreneurship
- Intense competition



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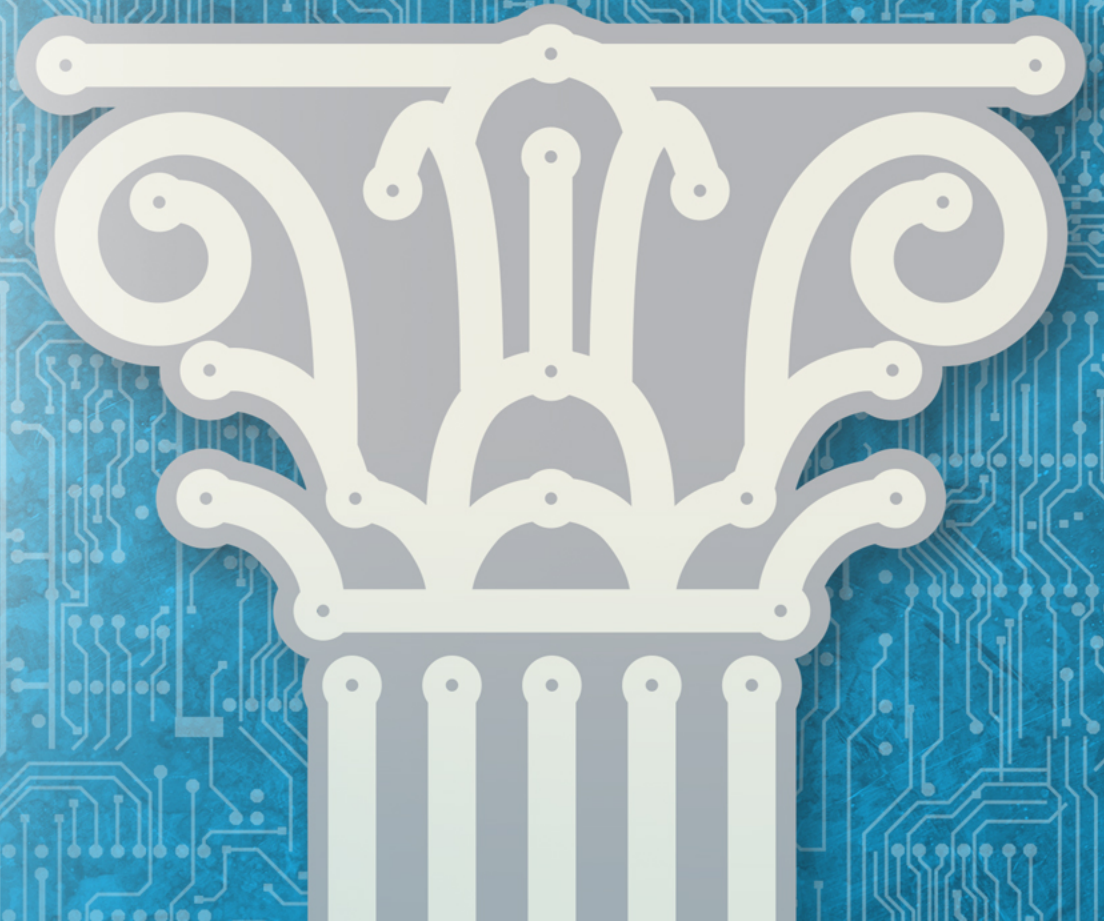
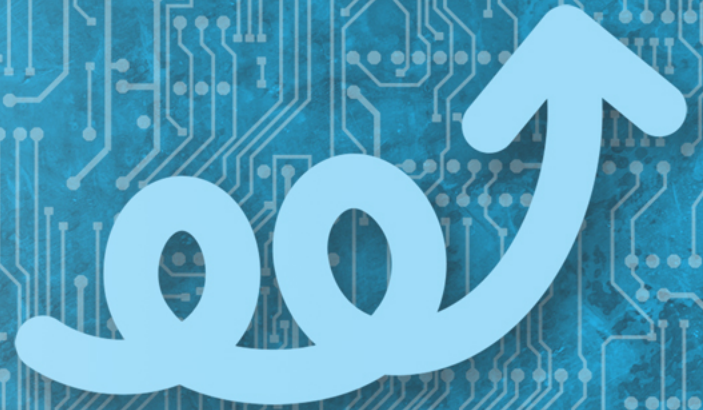
5. Cost Management

Focusing on digital transformation

The Top IT Issues

Transform

*Redefining our institution
and taking an active role
in creating the new future
in higher education*



The Top IT Issues

Transform

*Epigenetic change
fueled by technology*



1. Institutional Culture

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Focusing on digital transformation



1. Institutional Culture

Contributing to a culture of transformation by modeling agility and future thinking when designing IT programs and services

What will transform?

- Institutions' ability and commitment to respond to new circumstances and needs

Bottom line

- COVID has primed institutions to become more agile and innovative

Challenges

- Developing a holistic strategy to address today's numerous disruptive forces
- COVID fatigue



2. Technology Alignment

Identifying and applying digital strategies and innovations that are sustainable, and driven by the institution's ambitions and transformational goals

What will transform?

- The role of IT as a strategy driver and transformation leader

Bottom line

- COVID put institutions on the path of digital transformation. Now they need to decide whether to stay on that path.

Challenges

- The pace and uncertainties of 2020 will continue in 2021
- Change leadership
- IT governance



3. Technology Strategy

Developing an enterprise architecture to enable business outcomes, manage data to enable decision-making and future opportunities, streamline business processes, and enable digital resources to keep pace with strategic change

What will transform?

- The application of enterprise architecture to advance both strategy and efficiency

Bottom line

- This is enterprise architecture's moment

Challenges

- New funding will have to show a clear and compelling ROI
- Inability to focus on strategy



4. Enrollment and Recruitment

Holistic solutions for recruitment, analytics-based marketing around student career outcomes, technology-enabled transfer agreements and partnerships, and social media to build student communities

What will transform?

- The strategic application of technology and data to enrollment and recruitment

Bottom line

- Enrollment and recruitment practices and strategies are in a great deal of flux

Challenges

- Developing a new playbook
- Finding the best uses of technology
- Adapting to NACAC's changed Code of Ethics and Professional Practices



5. Cost Management

Digital transformation efforts and IT service delivery, helping the institution maximize value and reduce overhead

What will transform?

- Digital transformation will transform cost management strategies

Bottom line

- The pandemic has primed institutional stakeholders for digital transformation

Challenges

- Financial struggles may sabotage strategic investments
- Risk aversion may increase, just when institutions most need to take calculated risks



What if the pandemic continues beyond 2021?



Higher Education

The pandemic reality will become the new normal

- Provisional practices and protocols will need to be reviewed and upgraded or revised
- A wave of faculty and staff retirements
- Institutions' local reputations may save – or condemn – them



Students and Learning

Helping the students at greatest risk will become even harder

- More and more learning experiences and scholarly services will move online, but as cheaply as possible
- Educational equity initiatives will be incorporated into student success initiatives
- Institutions will need to use technology in ways that come closest to the impact of campus visits
- Online services may expand and improve, as reliance on them continues



Finance and Business Models

Innovation related to financial health will become essential

- Financial challenges will increase
- Financial challenges will put pressure on continuing some academic programs
- The academic business model will be in need of transformation to retain financially-strapped students
- Government support for higher education may become a make-or-break issue
- Partnerships and legislative support may increase
- Financial problems may exceed the capacity of partnerships and new funding sources to make a difference



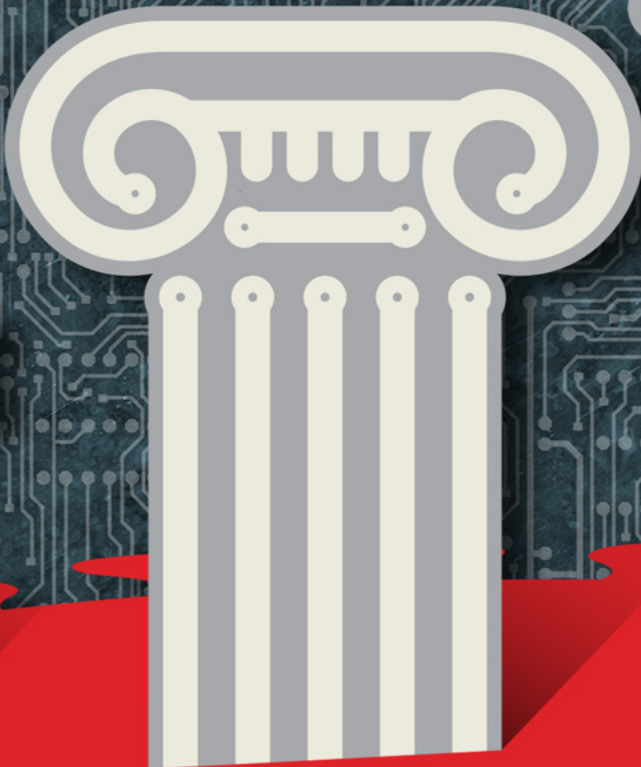
Technology

The need for and pace of transformation will accelerate

- Technical debt will grow
- IT spend will need to focus on the most important services, which may require discontinuing less critical services
- Digital transformation efforts will focus on cost reduction and income generation
- Resistance to transformation and change may diminish as people experience the pandemic as normal life
- Once-revolutionary uses of technology will become standard practice



Wrap up



RESTORE



EVOLVE



TRANSFORM



1. Cost Management	1. Student Success	1. Institutional Culture
2. Online Learning	2. Equitable Access to Education	2. Technology Alignment
3. Financial Health	3. Online Learning	3. Technology Strategy
4. Affordability and digital equity	4. Information Security	4. Enrollment and Recruitment
5. Information Security	5. Financial Health	5. Cost Management

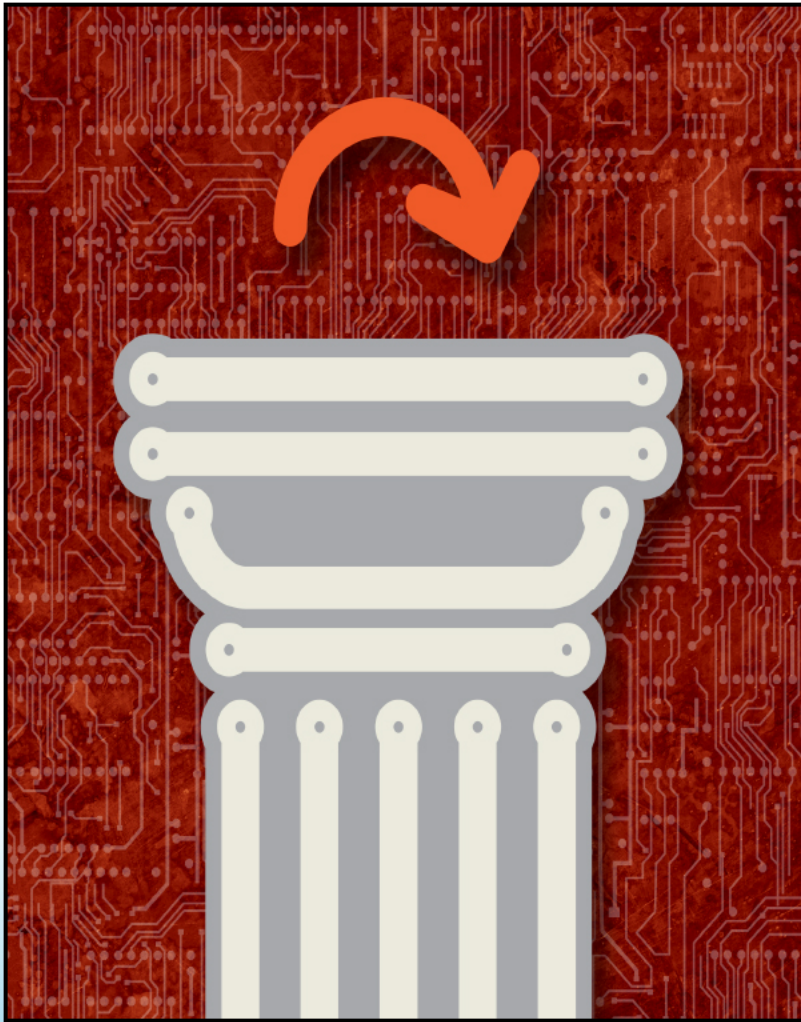
Avoid binary thinking



Two meta-issues



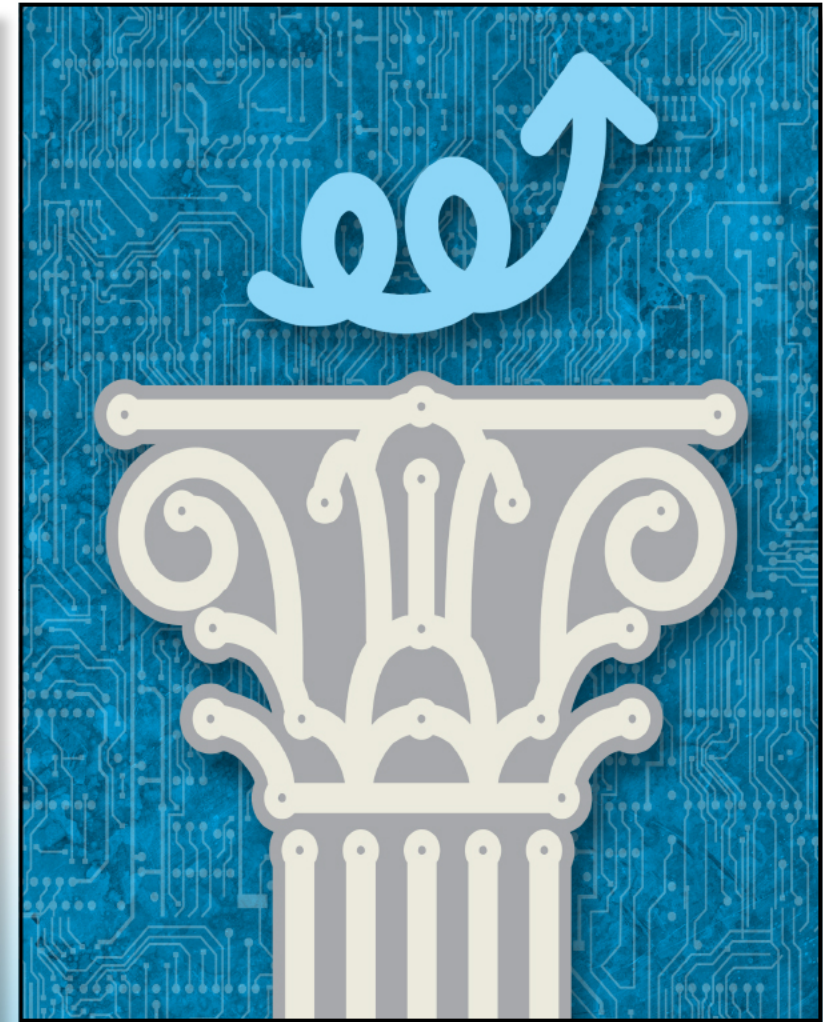
What role will your institution play in higher education's new future?



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Evolve



Transform

Thank you

Susan Grajek

Vice President, Communities and Research

sgrajek@educause.edu

