PLEASE! Evaluate This Session!

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Tariq Al-idrissi, Trent University
Opinder Bawa, University of San Francisco
Susan Grajek, EDUCAUSE
Kellie Campbell, Vermont Technical College
Sasi Pillay, Washington State University
Agenda

1. Overview and Themes for 2020’s Top 10 Issues
   Susan Grajek, EDUCAUSE

2. Privacy is Not Dead, Keep Up the Good Fight,
   Tariq Al-idrissi, Associate Vice President-IT, Trent University

3. Sustainable Funding,
   Opinder Bawa, VP and CIO, University of San Francisco

4. Having a Seat at the Table and Extending a Hand...
   Kellie Campbell, Chief Technology Officer, Vermont Technical College

5. Sasi Pillay, Washington State University
2020 Top 10 Issues

Simplify, Sustain, Innovate: The Drive to Digital Transformation Begins

Susan Grajek
EDUCAUSE
Setting the Stage: Higher Education’s Grand Challenges

**Student success**
- Persistence, retention, completion
- Engagement
- Outcomes

**Financial health**
- Enrollment
- Costs
- Funding
- Natural disasters

**Reputation and relevance**
- Affordability
- Political climate
- Teaching
- Academic programs
- Research

**External competition**
- Alternative credentials
- Employer-based learning
- Talent
- Global HE
EDUCAUSE 2020 Top 10 Issues

1. **Information Security Strategy**: Developing a risk-based security strategy that effectively detects, responds to, and prevents security threats and challenges

2. **Privacy**: Safeguarding institutional constituents' privacy rights and maintaining accountability for protecting all types of restricted data

3. **Sustainable Funding**: Developing funding models that can maintain quality and accommodate both new needs and the growing use of IT services in an era of increasing budget constraints

4. **Digital Integrations**: Ensuring system interoperability, scalability, and extensibility, as well as data integrity, security, standards, and governance, across multiple applications and platforms

5. **Student-Centric Higher Education**: Creating a student-services ecosystem to support the entire student life cycle, from prospecting to enrollment, learning, job placement, alumni engagement, and continuing education
6. **Student Retention and Completion**: Developing the capabilities and systems to incorporate artificial intelligence into student services to provide personalized, timely support.

7. **Improved Enrollment**: Using technology, data, and analytics to develop an inclusive and financially sustainable enrollment strategy to serve more and new learners by personalizing recruitment, enrollment, and learning experiences.

8. **Higher Education Affordability**: Aligning IT organizations, priorities, and resources with institutional priorities and resources to achieve a sustainable future.

9. **Administrative Simplification**: Applying user-centered design, process improvement, and system reengineering to reduce redundant or unnecessary efforts and improve end-user experiences.

10. **The Integrative CIO**: Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in supporting institutional missions.
EDUCAUSE 2020 Top 10 Issues

**Simplify**
4. Digital Integrations
9. Administrative Simplification

**Sustain**
1. Information Security Strategy
2. Privacy
3. Sustainable Funding
8. Higher Education Affordability

**Innovate**
5. Student-Centric Higher Education
6. Student Retention and Completion
7. Improved Enrollment
EDUCAUSE 2020 Top 10 Issues

**Simplify**

4. Digital Integrations
9. Administrative
  Simplification
EDUCAUSE 2020 Top 10 Issues

Simplify

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9. **Administrative Simplification**: Applying user-centered design, process improvement, and system reengineering to reduce redundant or unnecessary efforts and improve end-user experiences
Simplify: Two-Year Change in Related Trends Incorporated into IT Strategy

<table>
<thead>
<tr>
<th>Category</th>
<th>2018</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution-wide data management and integrations</td>
<td>60%</td>
<td>61%</td>
</tr>
<tr>
<td>Changing enterprise architectures, integrations, workflows</td>
<td>50%</td>
<td>56%</td>
</tr>
<tr>
<td>Shared services</td>
<td>42%</td>
<td>42%</td>
</tr>
<tr>
<td>User-centered design</td>
<td>33%</td>
<td>39%</td>
</tr>
</tbody>
</table>
We develop standards and tools to simplify out of the box integrations and facilitate better analytics.

Institutional services are as easy to use as consumer apps.

Institutions direct more of their efforts toward students’ needs, from student mental health, to retention, to recruitment, to debt avoidance, to job placement.
Simplify: Takeaways

• Break down the silos
• If the whole is more than the sum of the parts, there needs to be a whole in the first place.
Simplify
4. Digital Integrations
9. Administrative Simplification
EDUCAUSE 2020 Top 10 Issues

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Sustain: Two-Year Change in Related Techs

Percentage of institutions that have implemented technology

- DNS security: 35% (2018), 41% (2020)
- Security analytics: 11% (2018), 39% (2020)
- E-signature technologies (e.g., DocuSign, Adobe Sign, and SignNow): 24% (2018), 39% (2020)
- DDoS prevention products and services: 40% (2018), 45% (2020)
- Cloud-based security services (e.g., Duo, Qualys ThreatPROTECT, cloud-based email): 35% (2018), 55% (2020)
Sustain: Hopes in 3-5 Years

- We adopt a data common framework
- Privacy is as important as information security
- Institutions understand IT’s value to business models and missions, and fund it accordingly.
- Other parts of the higher education ecosystem share accountability for affordability as a societal good
Sustain: Takeaways

• Data is the currency of the institution
• We have to have a sustainable strategy for both our currencies
EDUCAUSE 2020 Top 10 Issues

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Innovate: Two-Year Change in Related Techs

Percentage of institutions that have implemented technology

- Incorporation of mobile devices in teaching and learning: 40% (2018), 39% (2020)
- Open educational resources: 26% (2018), 38% (2020)
- Technologies for planning and mapping student educational plans: 32% (2018), 38% (2020)
- Predictive analytics for student success: 29% (2018), 29% (2020)
- Digital microcredentials: 6% (2018), 12% (2020)
- Uses of the Internet of Things for teaching and learning: 5% (2018), 10% (2020)
Innovate: Hopes in 3-5 Years

- Institutions begin to see how many of their credentials, or “products,” need to be refactored, why, and how
- Different institutions focus on different types of students and thereby differentiate their offerings
- Today’s rudimentary success metrics give way to measures that capture the contribution of HE to people’s ability to thrive in life, however they define it
Innovate: Takeaways

- People, process, technology, product
- From doing things differently to doing different things
EDUCAUSE 2020 Top 10 Issues

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Drive to Dx

10. The Integrative CIO: Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in supporting institutional missions.
### Drive to Dx: Related Trends’ Influence on IT Strategy

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT as an agent of institutional transformation and innovation</td>
<td>52%</td>
</tr>
<tr>
<td>Digital transformation</td>
<td>48%</td>
</tr>
<tr>
<td>Higher education's reputation and relevance</td>
<td>44%</td>
</tr>
<tr>
<td>Institutional innovation strategy</td>
<td>42%</td>
</tr>
<tr>
<td>Blending of roles and blurring of boundaries between IT &amp; the business</td>
<td>41%</td>
</tr>
<tr>
<td>Financial uncertainty for the institution</td>
<td>41%</td>
</tr>
<tr>
<td>New business models for higher education</td>
<td>34%</td>
</tr>
</tbody>
</table>
Drive to Dx: Hopes in 3-5 Years

- CIOs have the transformation skills and strategic mindset to provide solutions to propel institutions and our sector forward.
- Institutions recognize the value CIOs bring, even for discussions that don’t directly involve IT.
- Innovation is a common capability of higher education institutions.
Driving to Digital Transformation

Which changes first: the CIO or the institution?
What is Digital Transformation?

"Efficient use of available technology."

"Innovation"

"Automation. Stop the manual madness."

"Being connected to Gen Z, who are digital natives."

"Re-thinking how we provide service to our students, in an innovative way."

"Information anywhere all the time."

"Getting rid of paper"
What is Digital Transformation (Dx)?

Digital transformation (Dx) is a series of deep and coordinated culture, workforce, and technology shifts that enable new educational and operating models and transform an institution’s operations, strategic directions, and value proposition.
Digital Transformation in context

Digitization

1. Digitize information
   - Changing from analog or physical to digital form

2. Organize information

3. Automate processes

4. Streamline processes

Digitalization

Using digital technologies and information to transform individual institutional operations

Digital Transformation

5. Transform the Institution

Digital transformation

A series of deep and coordinated culture, workforce, and technology shifts that enable new educational and operating models and transform an institution’s operations, strategic directions, and value proposition.
Is Your Institution Driving to Digital Transformation?

Technology Shifts

IT leaders must adapt innovative practices and create digital environments that provide unprecedented agility and flexibility. At the same time, they must also manage a complex and ever-changing technology ecosystem in a way that enables the institution and its academic and business units to rapidly and efficiently achieve its strategic aims. New technologies do not by themselves bring about DX. Institutional DX initiatives can succeed only through the strategic application of a changing set of technologies in support of new institutional directions.

Is there evidence of these shifts in technology?
- Agility
- Intentional strategy for securing technology-related services (e.g., cloud, on premises, shared services, consortial arrangements)
- Technology architecture with agility and flexibility as key priorities
- Focus on business outcomes
- Close relationships between technology planners and institutional goals and

Culture Shifts

DX requires a new approach to how campus leaders interact with each other—an approach that entails a laser focus on progress toward institutional goals, a broad emphasis on change management, and an increase in institutional agility and flexibility to meet rapidly changing needs.

Is there evidence of these shifts in culture?
- Focus on institutional goals
- Focus on institutional differentiation
- Strategic innovation aimed at key institutional ambitions
- Focus on student and faculty success
- Leaders willing to consider new strategic directions
- Reliance on data and analytics to adjust institutional course
- Shift from risk aversion to risk management
- Institutional flexibility and agility

Workforce Shifts

Changes related to DX not only are having an inescapable impact on the day-to-day work of higher education professionals but also are creating a need for new skills and competencies across the institutional community. These changes are creating new opportunities and threats and demanding a reinvention of human resource management.

Is there evidence of these shifts in workforce?
- New jobs and roles (e.g., chief data officer, chief innovation officer, vendor management, business relationship management)
- Familiarity across roles with the "business" of higher education
- Increasing importance of enterprise architecture
- Expanding IT liaison roles that align with institutional strategy
- Roles that cross boundaries (e.g., positions residing in an academic department with close ties to the IT organization)
- Agility involving new and shifting competencies across many roles
- Increasing importance of skills such as teamwork, collaboration, and
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