The EDUCAUSE 2018 Top 10 IT Issues reflect the expertise of both the EDUCAUSE IT Issues Panel and EDUCAUSE membership. For 2018, IT Issues Panel members identified an initial set of 18 priority issues, and EDUCAUSE members were invited to select their top 10 in a September 2017 survey. Over 400 individuals participated, and the final selection and ranking are based on their prioritization. This methodology has enabled us to better validate the issue prioritization and to examine variations among institutional types and individual roles.

This data almanac shares the results of that survey, organized by Carnegie Classification and control, institutional approach to technology, and size (based on student FTE levels).

All U.S. Respondents *(n = 302)*

1. **Information security:** Developing a risk-based security strategy that keeps pace with security threats and challenges

2. **Student success:** Managing the system implementations and integrations that support multiple student success initiatives

3. **Institution-wide IT strategy:** Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

4. **Data-enabled institutional culture:** Using BI and analytics to inform the broad conversation and answer big questions

5. **Student-centered institution:** Understanding and advancing technology's role in defining the student experience on campus (from applicants to alumni)

6. **Higher education affordability:** Balancing and rightsizing IT priorities and budget to support IT-enabled institutional efficiencies and innovations in the context of institutional funding realities

7. **IT staffing and organizational models:** Ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of technology initiatives on both IT and non-IT staff

8. **Data management and governance:** Implementing effective institutional data governance practices

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

10. **Change leadership:** Helping institutional constituents (including the IT staff) adapt to the increasing pace of technology change

Associate's Institutions *(n = 37)*

1. **Student success:** Managing the system implementations and integrations that support multiple student success initiatives

2. **Information security:** Developing a risk-based security strategy that keeps pace with security threats and challenges

3. **Student-centered institution:** Understanding and advancing technology's role in defining the student experience on campus (from applicants to alumni)

4. **Higher education affordability:** Balancing and rightsizing IT priorities and budget to support IT-enabled institutional efficiencies and innovations in the context of institutional funding realities

5. **Data-enabled institutional culture:** Using BI and analytics to inform the broad conversation and answer big questions

6. **Institution-wide IT strategy:** Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

7. **Data management and governance:** Implementing effective institutional data governance practices

8. **Change leadership:** Helping institutional constituents (including the IT staff) adapt to the increasing pace of technology change

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

10. **Digital learning:** Developing and delivering online and hybrid learning strategies that fit within the context of the institutional culture and each student's particular educational plan*

* Not part of the overall top 10

Bachelor's Institutions *(n = 50)*

1. **Information security:** Developing a risk-based security strategy that keeps pace with security threats and challenges

2. **IT staffing and organizational models:** Ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of technology initiatives on both IT and non-IT staff

3. **Institution-wide IT strategy:** Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

4. **Student success:** Managing the system implementations and integrations that support multiple student success initiatives

5. **Higher education affordability:** Balancing and rightsizing IT priorities and budget to support IT-enabled institutional efficiencies and innovations in the context of institutional funding realities

6. **Change leadership:** Helping institutional constituents (including the IT staff) adapt to the increasing pace of technology change

6. **Institutional compliance:** Responding to an increasingly complex and costly IT compliance environment (e.g., ADA, etc.)*

8. **Data-enabled institutional culture:** Using BI and analytics to inform the broad conversation and answer big questions

9. **Data management and governance:** Implementing effective institutional data governance practices

10. **Student-centered institution:** Understanding and advancing technology's role in defining the student experience on campus (from applicants to alumni)

* Not part of the overall top 10

Master's Institutions, Public *(n = 43)*

1. **Information security:** Developing a risk-based security strategy that keeps pace with security threats and challenges

2. **Student success:** Managing the system implementations and integrations that support multiple student success initiatives

3. **Student-centered institution:** Understanding and advancing technology's role in defining the student experience on campus (from applicants to alumni)

4. **Data-enabled institutional culture:** Using BI and analytics to inform the broad conversation and answer big questions

4. **Institution-wide IT strategy:** Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

6. **IT staffing and organizational models:** Ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of technology initiatives on both IT and non-IT staff

7. **Digital future:** Embracing and preparing for the expanding implications of technology for higher education and its impact on the institution*

8. **Data management and governance:** Implementing effective institutional data governance practices

9. **Digital learning:** Developing and delivering online and hybrid learning strategies that fit within the context of the institutional culture and each student's particular educational plan*

10. **Change leadership:** Helping institutional constituents (including the IT staff) adapt to the increasing pace of technology change

* Not part of the overall top 10

Master's Institutions, Private *(n = 35)*

1. **Information security:** Developing a risk-based security strategy that keeps pace with security threats and challenges

2. **Institution-wide IT strategy:** Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

3. **Higher education affordability:** Balancing and rightsizing IT priorities and budget to support IT-enabled institutional efficiencies and innovations in the context of institutional funding realities

4. **IT staffing and organizational models:** Ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of technology initiatives on both IT and non-IT staff

4. **Student success:** Managing the system implementations and integrations that support multiple student success initiatives

6. **Change leadership:** Helping institutional constituents (including the IT staff) adapt to the increasing pace of technology change

7. **Digital learning:** Developing and delivering online and hybrid learning strategies that fit within the context of the institutional culture and each student's particular educational plan*

8. **Funding models:** Adapting IT funding models to accommodate changing IT sourcing strategies (cloud, shared services, etc.)*

9. **Data-enabled institutional culture:** Using BI and analytics to inform the broad conversation and answer big questions

9. **Institution-wide IT governance:** Coordinating relationships, accountabilities, and priorities among central IT and distributed IT staff and organizations*

9. **Student-centered institution:** Understanding and advancing technology's role in defining the student experience on campus (from applicants to alumni)

* Not part of the overall top 10

Doctoral Institutions, Public *(n = 66)*

1. **Information security:** Developing a risk-based security strategy that keeps pace with security threats and challenges

2. **Student success:** Managing the system implementations and integrations that support multiple student success initiatives

3. **Data-enabled institutional culture:** Using BI and analytics to inform the broad conversation and answer big questions

4. **Higher education affordability:** Balancing and rightsizing IT priorities and budget to support IT-enabled institutional efficiencies and innovations in the context of institutional funding realities

5. **Student-centered institution:** Understanding and advancing technology's role in defining the student experience on campus (from applicants to alumni)

6. **Funding models:** Adapting IT funding models to accommodate changing IT sourcing strategies (cloud, shared services, etc.)*

7. **Institution-wide IT strategy:** Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

8. **Digital learning:** Developing and delivering online and hybrid learning strategies that fit within the context of the institutional culture and each student's particular educational plan*

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

10. **IT staffing and organizational models:** Ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of technology initiatives on both IT and non-IT staff

10. **Data management and governance:** Implementing effective institutional data governance practices

* Not part of the overall top 10

Doctoral Institutions, Private *(n = 35)*

1. **Information security:** Developing a risk-based security strategy that keeps pace with security threats and challenges

2. **Student success:** Managing the system implementations and integrations that support multiple student success initiatives

3. **Data-enabled institutional culture:** Using BI and analytics to inform the broad conversation and answer big questions

4. **Institution-wide IT strategy:** Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

5. **Funding models:** Adapting IT funding models to accommodate changing IT sourcing strategies (cloud, shared services, etc.)*

6. **Student-centered institution:** Understanding and advancing technology's role in defining the student experience on campus (from applicants to alumni)

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

8. **Data management and governance:** Implementing effective institutional data governance practices

9. **Digital learning:** Developing and delivering online and hybrid learning strategies that fit within the context of the institutional culture and each student's particular educational plan*

10. **Digital enterprise transformation:** Developing the business processes and enterprise architecture to move from traditional ERPs to new enterprise IT systems*

* Not part of the overall top 10

Early Adopters *(n = 134)*

1. **Information security:** Developing a risk-based security strategy that keeps pace with security threats and challenges

2. **Student success:** Managing the system implementations and integrations that support multiple student success initiatives

3. **Student-centered institution:** Understanding and advancing technology's role in defining the student experience on campus (from applicants to alumni)

4. **Data-enabled institutional culture:** Using BI and analytics to inform the broad conversation and answer big questions

5. **Institution-wide IT strategy:** Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

6. **Digital learning:** Developing and delivering online and hybrid learning strategies that fit within the context of the institutional culture and each student's particular educational plan*

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

8. **Higher education affordability:** Balancing and rightsizing IT priorities and budget to support IT-enabled institutional efficiencies and innovations in the context of institutional funding realities

9. **Digital future:** Embracing and preparing for the expanding implications of technology for higher education and its impact on the institution*

10. **Data management and governance:** Implementing effective institutional data governance practices

* Not part of the overall top 10

Mainstream Adopters *(n = 153)*

1. **Information security:** Developing a risk-based security strategy that keeps pace with security threats and challenges

2. **Institution-wide IT strategy:** Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

3. **Student success:** Managing the system implementations and integrations that support multiple student success initiatives

4. **Student-centered institution:** Understanding and advancing technology's role in defining the student experience on campus (from applicants to alumni)

5. **Data-enabled institutional culture:** Using BI and analytics to inform the broad conversation and answer big questions

6. **Change leadership:** Helping institutional constituents (including the IT staff) adapt to the increasing pace of technology change

7. **Higher education affordability:** Balancing and rightsizing IT priorities and budget to support IT-enabled institutional efficiencies and innovations in the context of institutional funding realities

8. **Data management and governance:** Implementing effective institutional data governance practices

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

10. **IT staffing and organizational models:** Ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of technology initiatives on both IT and non-IT staff

Late Adopters *(n = 65)*

1. **Information security:** Developing a risk-based security strategy that keeps pace with security threats and challenges

2. **Student success:** Managing the system implementations and integrations that support multiple student success initiatives

3. **Institution-wide IT strategy:** Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

4. **IT staffing and organizational models:** Ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of technology initiatives on both IT and non-IT staff

5. **Data management and governance:** Implementing effective institutional data governance practices

6. **Higher education affordability:** Balancing and rightsizing IT priorities and budget to support IT-enabled institutional efficiencies and innovations in the context of institutional funding realities

7. **Student-centered institution:** Understanding and advancing technology's role in defining the student experience on campus (from applicants to alumni)

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

9. **Data-enabled institutional culture:** Using BI and analytics to inform the broad conversation and answer big questions

10. **Funding models:** Adapting IT funding models to accommodate changing IT sourcing strategies (cloud, shared services, etc.)*

* Not part of the overall top 10

Institutions with fewer than 2,000 student FTEs *(n = 35)*

1. **Information security:** Developing a risk-based security strategy that keeps pace with security threats and challenges

2. **Institution-wide IT strategy:** Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

3. **IT staffing and organizational models:** Ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of technology initiatives on both IT and non-IT staff

4. **Higher education affordability:** Balancing and rightsizing IT priorities and budget to support IT-enabled institutional efficiencies and innovations in the context of institutional funding realities

5. **Student success:** Managing the system implementations and integrations that support multiple student success initiatives

6. **Data-enabled institutional culture:** Using BI and analytics to inform the broad conversation and answer big questions

6. **Funding models:** Adapting IT funding models to accommodate changing IT sourcing strategies (cloud, shared services, etc.)*

8. **Student-centered institution:** Understanding and advancing technology's role in defining the student experience on campus (from applicants to alumni)

9. **Institutional compliance:** Responding to an increasingly complex and costly IT compliance environment (e.g., ADA, etc.)*

9. **Identity management:** Modernizing institutional identity and access-management systems*

* Not part of the overall top 10

Institutions with 2,000–3,999 student FTEs (n = 62)

1. **Information security:** Developing a risk-based security strategy that keeps pace with security threats and challenges

2. **IT staffing and organizational models:** Ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of technology initiatives on both IT and non-IT staff

3. **Higher education affordability:** Balancing and rightsizing IT priorities and budget to support IT-enabled institutional efficiencies and innovations in the context of institutional funding realities

3. **Institution-wide IT strategy:** Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

5. **Student success:** Managing the system implementations and integrations that support multiple student success initiatives

6. **Change leadership:** Helping institutional constituents (including the IT staff) adapt to the increasing pace of technology change

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

8. **Student-centered institution:** Understanding and advancing technology's role in defining the student experience on campus (from applicants to alumni)

9. **Data management and governance:** Implementing effective institutional data governance practices

10. **Institutional compliance:** Responding to an increasingly complex and costly IT compliance environment (e.g., ADA, etc.)*

* Not part of the overall top 10

Institutions with 4,000–7,999 student FTEs *(n = 56)*

1. **Information security:** Developing a risk-based security strategy that keeps pace with security threats and challenges

2. **Student success:** Managing the system implementations and integrations that support multiple student success initiatives

3. **Institution-wide IT strategy:** Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

4. **Student-centered institution:** Understanding and advancing technology's role in defining the student experience on campus (from applicants to alumni)

5. **Higher education affordability:** Balancing and rightsizing IT priorities and budget to support IT-enabled institutional efficiencies and innovations in the context of institutional funding realities

6. **Change leadership:** Helping institutional constituents (including the IT staff) adapt to the increasing pace of technology change

7. **Data-enabled institutional culture:** Using BI and analytics to inform the broad conversation and answer big questions

8. **Data management and governance:** Implementing effective institutional data governance practices

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

10. **Digital learning:** Developing and delivering online and hybrid learning strategies that fit within the context of the institutional culture and each student's particular educational plan*

* Not part of the overall top 10

Institutions with 8,000–14,999 student FTEs *(n = 57)*

1. **Information security:** Developing a risk-based security strategy that keeps pace with security threats and challenges

2. **Student success:** Managing the system implementations and integrations that support multiple student success initiatives

3. **Data-enabled institutional culture:** Using BI and analytics to inform the broad conversation and answer big questions

4. **Institution-wide IT strategy:** Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

5. **Student-centered institution:** Understanding and advancing technology's role in defining the student experience on campus (from applicants to alumni)

6. **Data management and governance:** Implementing effective institutional data governance practices

7. **Funding models:** Adapting IT funding models to accommodate changing IT sourcing strategies (cloud, shared services, etc.)*

8. **IT staffing and organizational models:** Ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of technology initiatives on both IT and non-IT staff

9. **Higher education affordability:** Balancing and rightsizing IT priorities and budget to support IT-enabled institutional efficiencies and innovations in the context of institutional funding realities

10. **Institution-wide IT governance:** Coordinating relationships, accountabilities, and priorities among central IT and distributed IT staff and organizations*

* Not part of the overall top 10

Institutions with 15,000+ student FTEs *(n = 57)*

1. **Information security:** Developing a risk-based security strategy that keeps pace with security threats and challenges

2. **Student success:** Managing the system implementations and integrations that support multiple student success initiatives

3. **Data-enabled institutional culture:** Using BI and analytics to inform the broad conversation and answer big questions

4. **Student-centered institution:** Understanding and advancing technology's role in defining the student experience on campus (from applicants to alumni)

5. **Digital learning:** Developing and delivering online and hybrid learning strategies that fit within the context of the institutional culture and each student's particular educational plan*

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

7. **Funding models:** Adapting IT funding models to accommodate changing IT sourcing strategies (cloud, shared services, etc.)*

8. **Institution-wide IT strategy:** Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

9. **Higher education affordability:** Balancing and rightsizing IT priorities and budget to support IT-enabled institutional efficiencies and innovations in the context of institutional funding realities

9. **Data management and governance:** Implementing effective institutional data governance practices

* Not part of the overall top 10