The EDUCAUSE 2019 Top 10 IT Issues reflect the expertise of both the EDUCAUSE IT Issues Panel and EDUCAUSE membership. For 2019, IT Issues Panel members identified an initial set of 17 priority issues, and EDUCAUSE members were invited to rate these issues on their importance in 2019 in a survey administered during August and September of 2018. Over 400 individuals participated, and the final selection and rankings 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 US Respondents \( (n = 291) \)

1. Information security strategy: Developing a risk-based security strategy that effectively detects, responds to, and prevents security threats and challenges
2. Student success: Serving as a trusted partner with other campus units to drive and achieve student success initiatives
3. Privacy: Safeguarding institutional constituents’ privacy rights and maintaining accountability for protecting all types of restricted data
4. Student-centered institution: Understanding and advancing technology’s role in optimizing the student experience (from applicants to alumni)
5. Digital integrations: Ensuring system interoperability, scalability, and extensibility, as well as data integrity, security, standards, and governance, across multiple applications and platforms
6. Data-enabled institution: Taking a service-based approach to data and analytics to reskill, retool, and reshape a culture to be adept at data-enabled decision-making
7. 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
8. Data management and governance: Implementing effective institutional data-governance practices and organizational structures
9. Integrative CIO: Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions
10. Higher education affordability: Aligning IT’s priorities and resources with institutional priorities and resources to achieve a sustainable future
By Carnegie Classification

**Associate’s Institutions (n = 36)**

1. **Student success**: Serving as a trusted partner with other campus units to drive and achieve student success initiatives
2. **Information security strategy**: Developing a risk-based security strategy that effectively detects, responds to, and prevents security threats and challenges
3. **Privacy**: Safeguarding institutional constituents' privacy rights and maintaining accountability for protecting all types of restricted data
4. **Student-centered institution**: Understanding and advancing technology's role in optimizing the student experience (from applicants to alumni)
5. **IT accessibility**: Adopting policies, procedures, remediations, and technologies to ensure current and future IT can be used effectively by everyone, and collaborating across institutions to influence the vendor community to provide compliant solutions*
6. **Digital integrations**: Ensuring system interoperability, scalability, and extensibility, as well as data integrity, security, standards, and governance, across multiple applications and platforms
6. **Higher education affordability**: Aligning IT's priorities and resources with institutional priorities and resources to achieve a sustainable future
8. **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
9. **Service strategy**: Balancing the provision of services and systems that a diverse environment requires with the need to consolidate and reduce certain services and systems to be more cost-effective*
10. **Data management and governance**: Implementing effective institutional data-governance practices and organizational structures
11. **Integrative CIO**: Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

* Not part of the overall top 10
Bachelor's Institutions (n = 35)

1. **Privacy**: Safeguarding institutional constituents' privacy rights and maintaining accountability for protecting all types of restricted data
2. **Information security strategy**: Developing a risk-based security strategy that effectively detects, responds to, and prevents security threats and challenges
3. **Digital integrations**: Ensuring system interoperability, scalability, and extensibility, as well as data integrity, security, standards, and governance, across multiple applications and platforms
4. **Student-centered institution**: Understanding and advancing technology's role in optimizing the student experience (from applicants to alumni)
5. **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
6. **Data management and governance**: Implementing effective institutional data-governance practices and organizational structures
7. **Student success**: Serving as a trusted partner with other campus units to drive and achieve student success initiatives
8. **Higher education affordability**: Aligning IT's priorities and resources with institutional priorities and resources to achieve a sustainable future
9. **Integrative CIO**: Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions
10. **Academic experience**: Understanding and advancing technology's role in optimizing the faculty experience (as teachers, researchers, advisors, and more)*

* Not part of the overall top 10
Master’s Institutions, Public (n = 40)

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

2. **Student success**: Serving as a trusted partner with other campus units to drive and achieve student success initiatives

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

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

5. **Data-enabled institution**: Taking a service-based approach to data and analytics to reskill, retool, and reshape a culture to be adept at data-enabled decision-making

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

7. **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

8. **Institutional innovation**: Advancing the institution through the use of IT as higher education reimagines its future

9. **Academic experience**: Understanding and advancing technology’s role in optimizing the faculty experience (as teachers, researchers, advisors, and more)

10. **Integrative CIO**: Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

*Not part of the overall top 10*
Master’s Institutions, Private \((n = 40)\)

1. **Information security strategy**: Developing a risk-based security strategy that effectively detects, responds to, and prevents security threats and challenges
2. **Student success**: Serving as a trusted partner with other campus units to drive and achieve student success initiatives
3. **Privacy**: Safeguarding institutional constituents' privacy rights and maintaining accountability for protecting all types of restricted data
4. **Student-centered institution**: Understanding and advancing technology’s role in optimizing the student experience (from applicants to alumni)
5. **Data-enabled institution**: Taking a service-based approach to data and analytics to reskill, retool, and reshape a culture to be adept at data-enabled decision-making
6. **Data management and governance**: Implementing effective institutional data-governance practices and organizational structures
7. **Digital integrations**: Ensuring system interoperability, scalability, and extensibility, as well as data integrity, security, standards, and governance, across multiple applications and platforms
8. **Higher education affordability**: Aligning IT’s priorities and resources with institutional priorities and resources to achieve a sustainable future
9. **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
10. **IT accessibility**: Adopting policies, procedures, remediations, and technologies to ensure current and future IT can be used effectively by everyone, and collaborating across institutions to influence the vendor community to provide compliant solutions*

*Not part of the overall top 10*
1. **Information security strategy**: Developing a risk-based security strategy that effectively detects, responds to, and prevents security threats and challenges

2. **Student success**: Serving as a trusted partner with other campus units to drive and achieve student success initiatives

3. **Data-enabled institution**: Taking a service-based approach to data and analytics to reskill, retool, and reshape a culture to be adept at data-enabled decision-making

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

4. **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

6. **Integrative CIO**: Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

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

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

9. **IT staffing and organizational models**: Planning for 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 and organizational structures

* Not part of the overall top 10
Doctoral Institutions, Private (n = 33)

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

2. **Data-enabled institution:** Taking a service-based approach to data and analytics to reskill, retool, and reshape a culture to be adept at data-enabled decision-making

3. **Student success:** Serving as a trusted partner with other campus units to drive and achieve student success initiatives

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

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

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

7. **Academic experience:** Understanding and advancing technology's role in optimizing the faculty experience (as teachers, researchers, advisors, and more)*

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

9. **Integrative CIO:** Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

10. **IT staffing and organizational models:** Planning for 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*

* Not part of the overall top 10
By Institutional Approach to Technology

**Early Adopters** \((n = 134)\)

1. **Information security strategy:** Developing a risk-based security strategy that effectively detects, responds to, and prevents security threats and challenges
2. **Student success:** Serving as a trusted partner with other campus units to drive and achieve student success initiatives
3. **Student-centered institution:** Understanding and advancing technology’s role in optimizing the student experience (from applicants to alumni)
4. **Privacy:** Safeguarding institutional constituents’ privacy rights and maintaining accountability for protecting all types of restricted data
5. **Data-enabled institution:** Taking a service-based approach to data and analytics to reskill, retool, and reshape a culture to be adept at data-enabled decision-making
6. **Digital integrations:** Ensuring system interoperability, scalability, and extensibility, as well as data integrity, security, standards, and governance, across multiple applications and platforms
7. **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
8. **Integrative CIO:** Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions
9. **Data management and governance:** Implementing effective institutional data-governance practices and organizational structures
10. **Academic experience:** Understanding and advancing technology’s role in optimizing the faculty experience (as teachers, researchers, advisors, and more)*

*Not part of the overall top 10*
Mainstream Adopters (n = 142)

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

2. **Student success**: Serving as a trusted partner with other campus units to drive and achieve student success initiatives

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

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

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

6. **Data-enabled institution**: Taking a service-based approach to data and analytics to reskill, retool, and reshape a culture to be adept at data-enabled decision-making

7. **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

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

9. **Integrative CIO**: Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

10. **Academic experience**: Understanding and advancing technology’s role in optimizing the faculty experience (as teachers, researchers, advisors, and more)*

* Not part of the overall top 10
Late Adopters (n = 54)

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. **Student success**: Serving as a trusted partner with other campus units to drive and achieve student success initiatives
4. **Student-centered institution**: Understanding and advancing technology's role in optimizing the student experience (from applicants to alumni)
5. **Digital integrations**: Ensuring system interoperability, scalability, and extensibility, as well as data integrity, security, standards, and governance, across multiple applications and platforms
6. **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
7. **Higher education affordability**: Aligning IT's priorities and resources with institutional priorities and resources to achieve a sustainable future
8. **Integrative CIO**: Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions
9. **Service strategy**: Balancing the provision of services and systems that a diverse environment requires with the need to consolidate and reduce certain services and systems to be more cost-effective*
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
By Student FTE

Institutions with fewer than 2,000 student FTEs \((n = 38)\)

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

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

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

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

5. **Student success**: Serving as a trusted partner with other campus units to drive and achieve student success initiatives

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

7. **Integrative CIO**: Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

8. **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

9. **Data-enabled institution**: Taking a service-based approach to data and analytics to reskill, retool, and reshape a culture to be adept at data-enabled decision-making

10. **Higher education affordability**: Aligning IT's priorities and resources with institutional priorities and resources to achieve a sustainable future
Institutions with 2,000–3,999 student FTEs (n = 46)

1. **Student success**: Serving as a trusted partner with other campus units to drive and achieve student success initiatives

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

3. **Higher education affordability**: Aligning IT’s priorities and resources with institutional priorities and resources to achieve a sustainable future

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

5. **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

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

7. **Integrative CIO**: Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

8. **IT accessibility**: Adopting policies, procedures, remediations, and technologies to ensure current and future IT can be used effectively by everyone, and collaborating across institutions to influence the vendor community to provide compliant solutions*

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

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

*Not part of the overall top 10*
Institutions with 4,000–7,999 student FTEs \((n = 60)\)

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

2. **Student success**: Serving as a trusted partner with other campus units to drive and achieve student success initiatives

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

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

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

6. **Data-enabled institution**: Taking a service-based approach to data and analytics to reskill, retool, and reshape a culture to be adept at data-enabled decision-making

7. **Integrative CIO**: Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

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

9. **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

10. **Higher education affordability**: Aligning IT's priorities and resources with institutional priorities and resources to achieve a sustainable future
1. **Information security strategy**: Developing a risk-based security strategy that effectively detects, responds to, and prevents security threats and challenges

2. **Student success**: Serving as a trusted partner with other campus units to drive and achieve student success initiatives

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

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

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

6. **Data-enabled institution**: Taking a service-based approach to data and analytics to reskill, retool, and reshape a culture to be adept at data-enabled decision-making

7. **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

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

9. **IT staffing and organizational models**: Planning for 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. **Academic experience**: Understanding and advancing technology's role in optimizing the faculty experience (as teachers, researchers, advisors, and more)*

*Not part of the overall top 10
Institutions with 15,000+ student FTEs \( (n = 78) \)

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

2. **Student success**: Serving as a trusted partner with other campus units to drive and achieve student success initiatives

3. **Data-enabled institution**: Taking a service-based approach to data and analytics to reskill, retool, and reshape a culture to be adept at data-enabled decision-making

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

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

6. **Integrative CIO**: Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in achieving institutional missions

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

7. **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

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

10. **Institutional innovation**: Advancing the institution through the use of IT as higher education reimagines its future*

* Not part of the overall top 10