

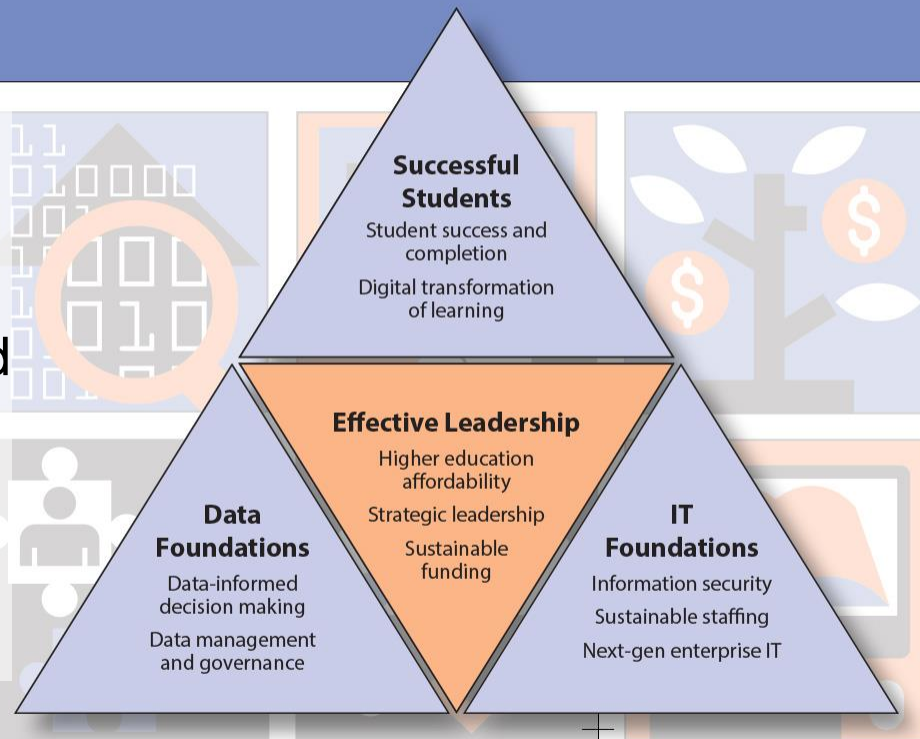


FOUNDATIONS FOR STUDENT SUCCESS

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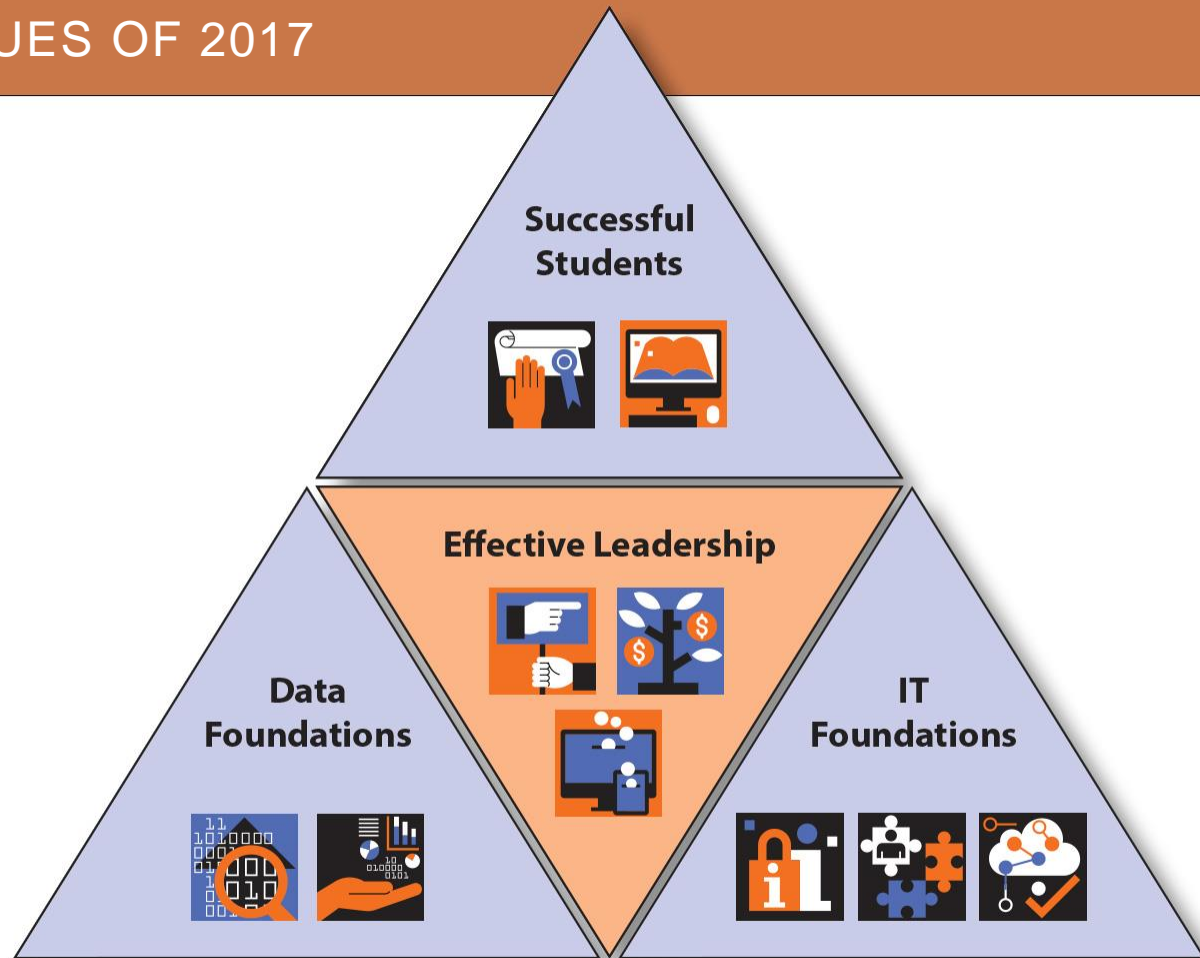
TOP TEN IT ISSUES OF 2017

1. Information security
2. Student success and completion
3. Data-informed decision making
4. Strategic leadership
5. Sustainable funding
6. Data management and governance
7. Higher education affordability
8. Sustainable staffing
9. Next-gen enterprise IT
10. Digital transformation of learning

TOP TEN IT ISSUES OF 2017

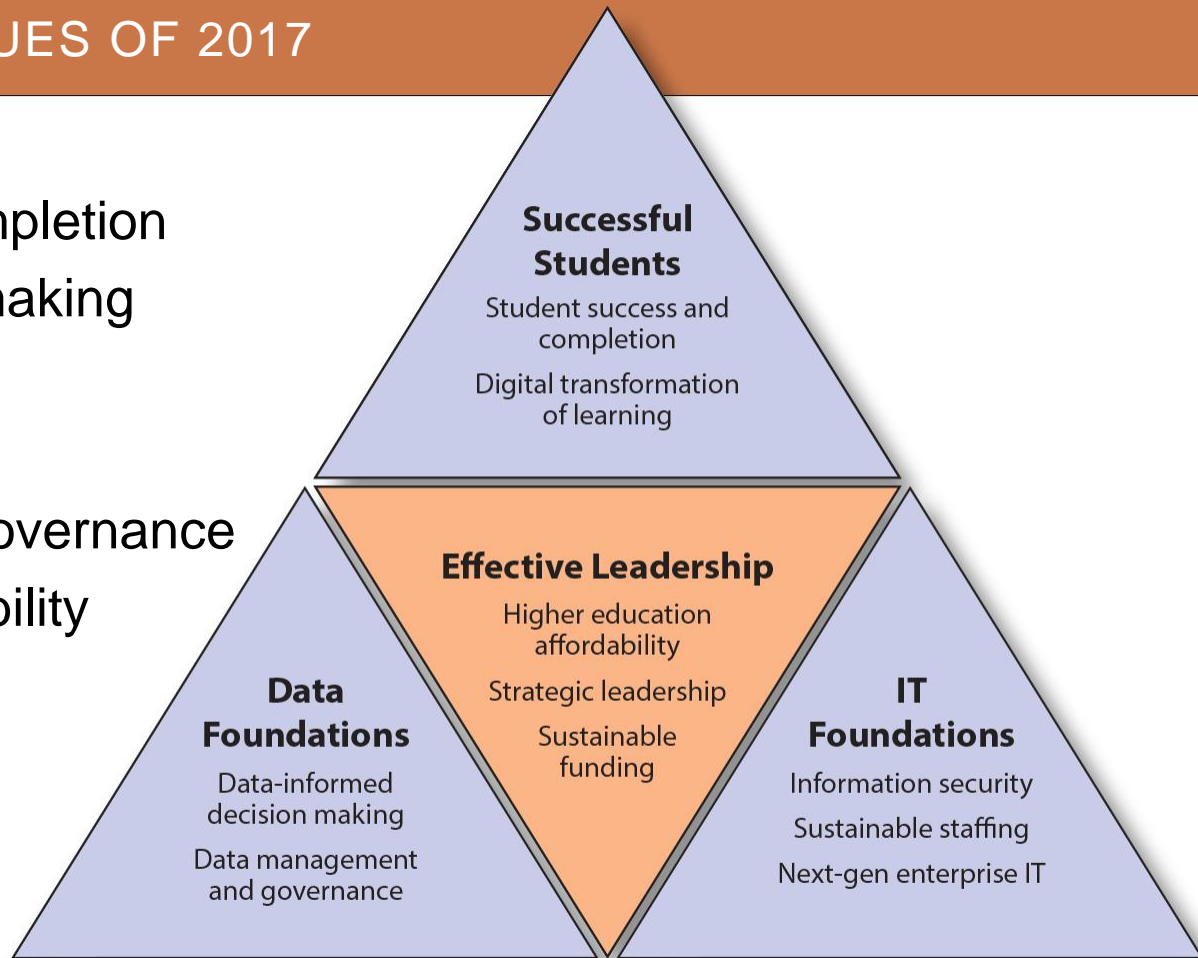
- 1. Information security:** Developing a holistic, agile approach to reducing institutional exposure to information security threats
- 2. Student success and completion:** Effectively applying data and predictive analytics to improve student success and completion
- 3. Data-informed decision making:** Ensuring that business intelligence, reporting, and analytics are relevant, convenient, and used by administrators, faculty, and students
- 4. Strategic leadership:** Repositioning or reinforcing the role of IT leadership as a strategic partner with institutional leadership
- 5. Sustainable funding:** Developing IT funding models that sustain core services, support innovation, and facilitate growth
- 6. Data management and governance:** Improving the management of institutional data through data standards, integration, protection, and governance
- 7. Higher education affordability:** Prioritizing IT investments and resources in the context of increasing demand and limited resources
- 8. Sustainable staffing:** Ensuring adequate staffing capacity and staff retention as budgets shrink or remain flat and as external competition grows
- 9. Next-gen enterprise IT:** Developing and implementing enterprise IT applications, architectures, and sourcing strategies to achieve agility, scalability, cost-effectiveness, and effective analytics
- 10. Digital transformation of learning:** Collaborating with faculty and academic leadership to apply technology to teaching and learning in ways that reflect innovations in pedagogy and the institutional mission

TOP TEN IT ISSUES OF 2017



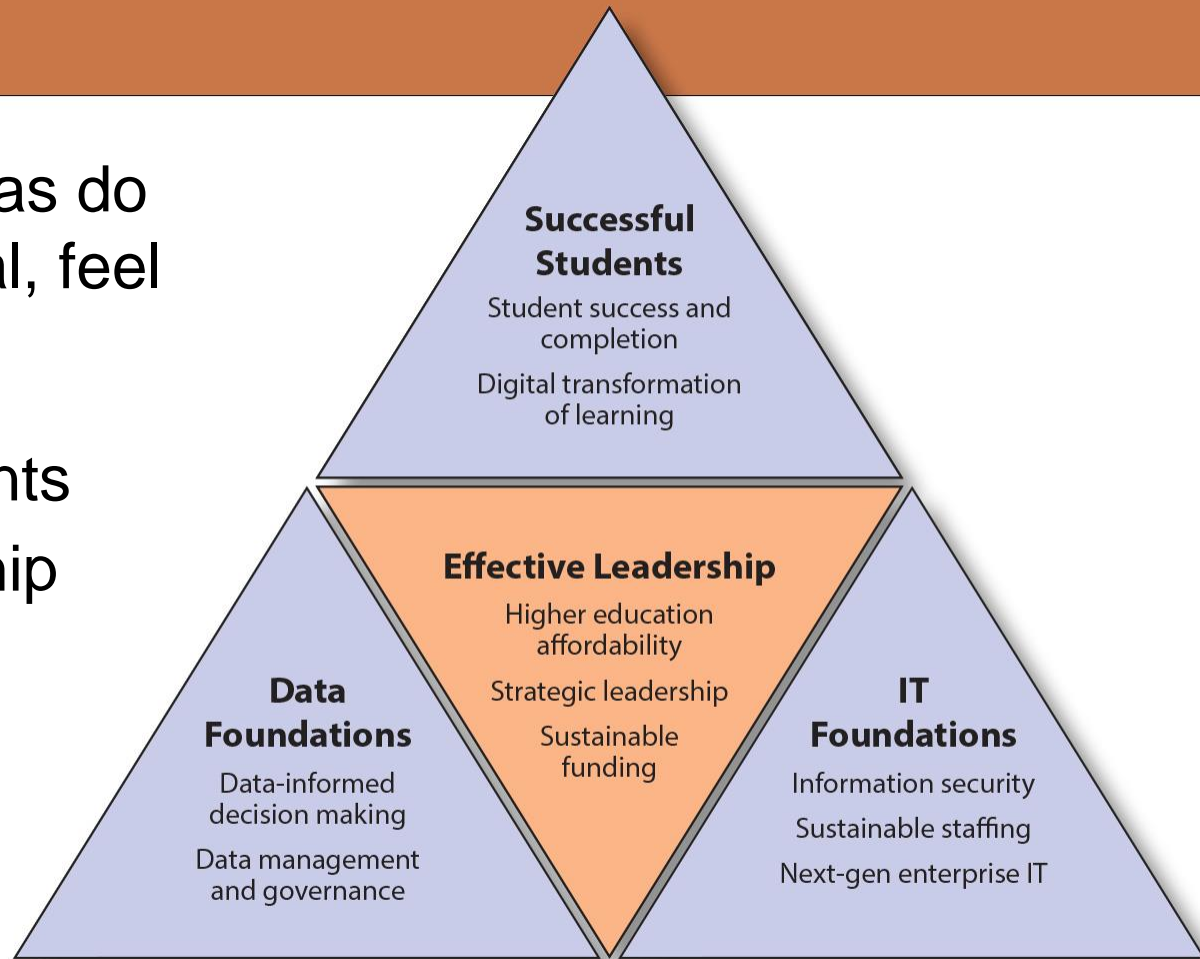
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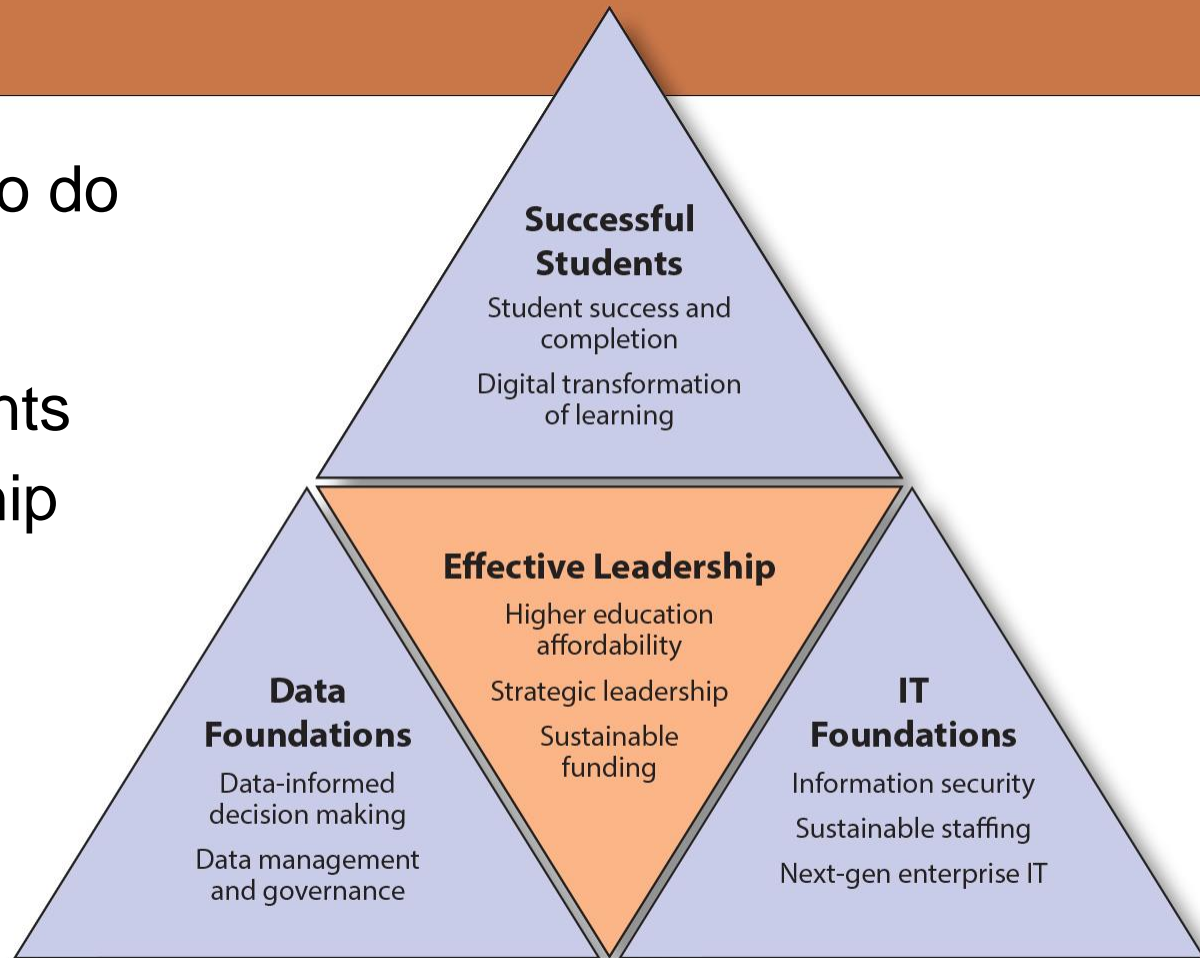
In which of these areas do you, as a professional, feel most comfortable?

- ☐ Successful students
- ☐ Effective leadership
- ☐ Data foundations
- ☐ IT foundations



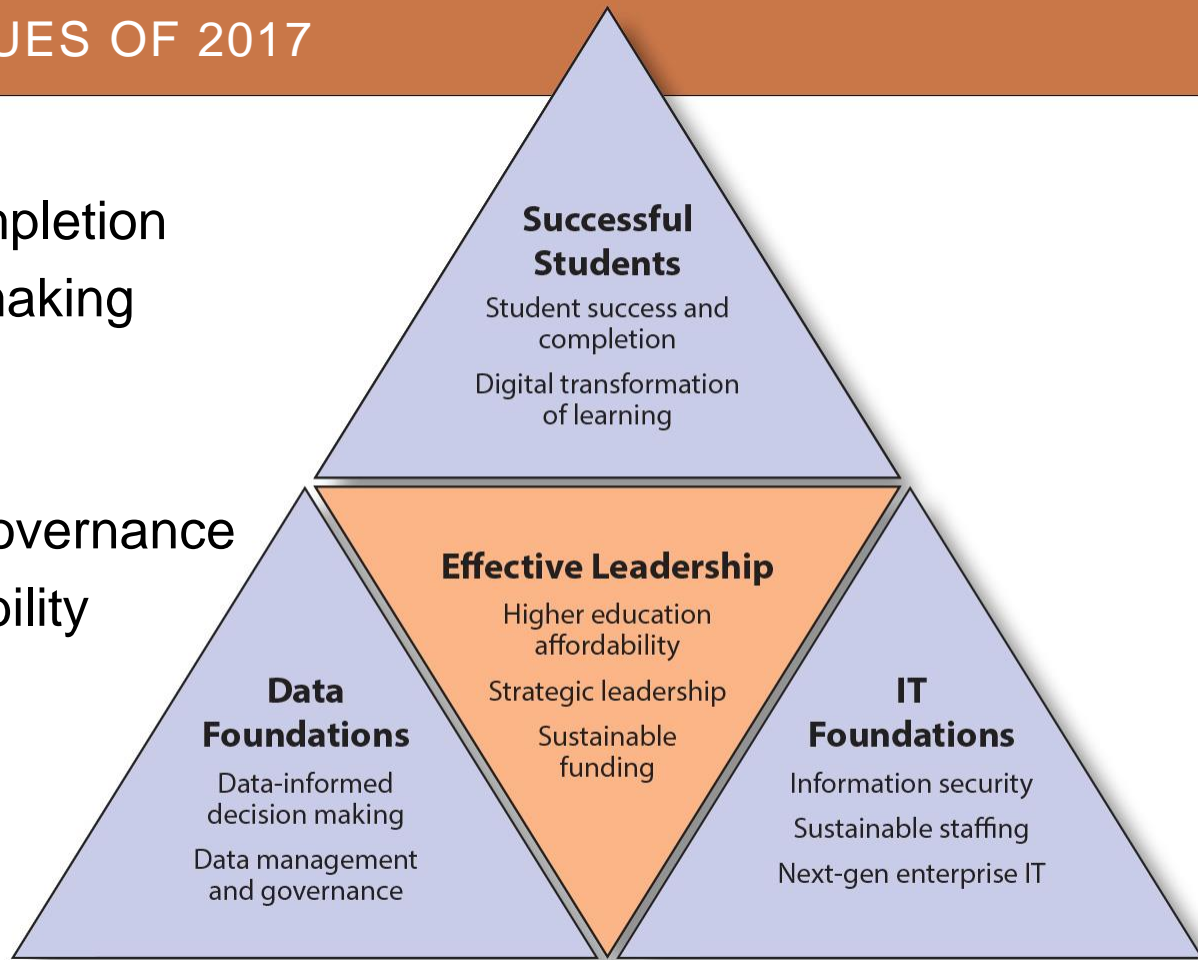
Where do you need to do the most learning?

- ☐ Successful students
- ☐ Effective leadership
- ☐ Data foundations
- ☐ IT foundations



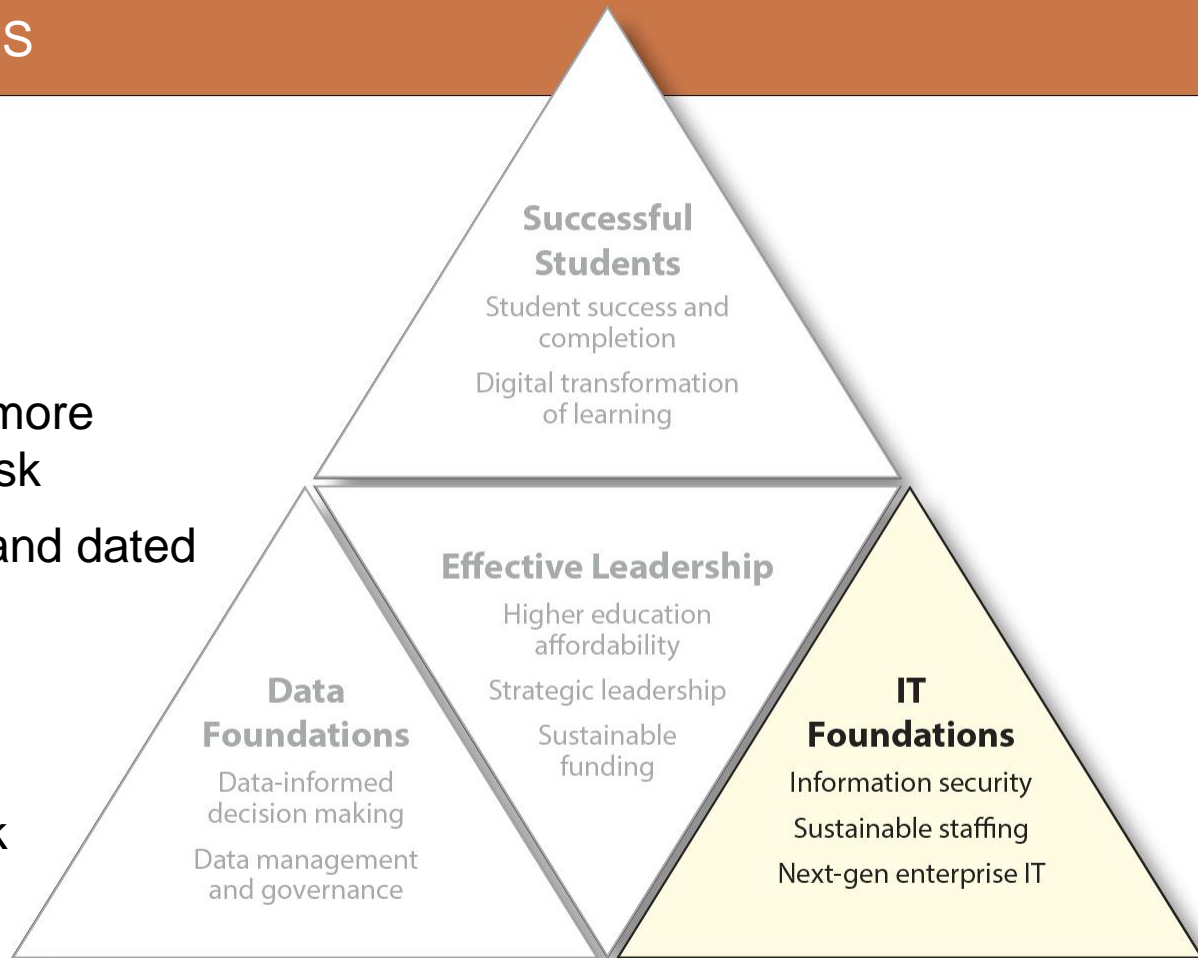
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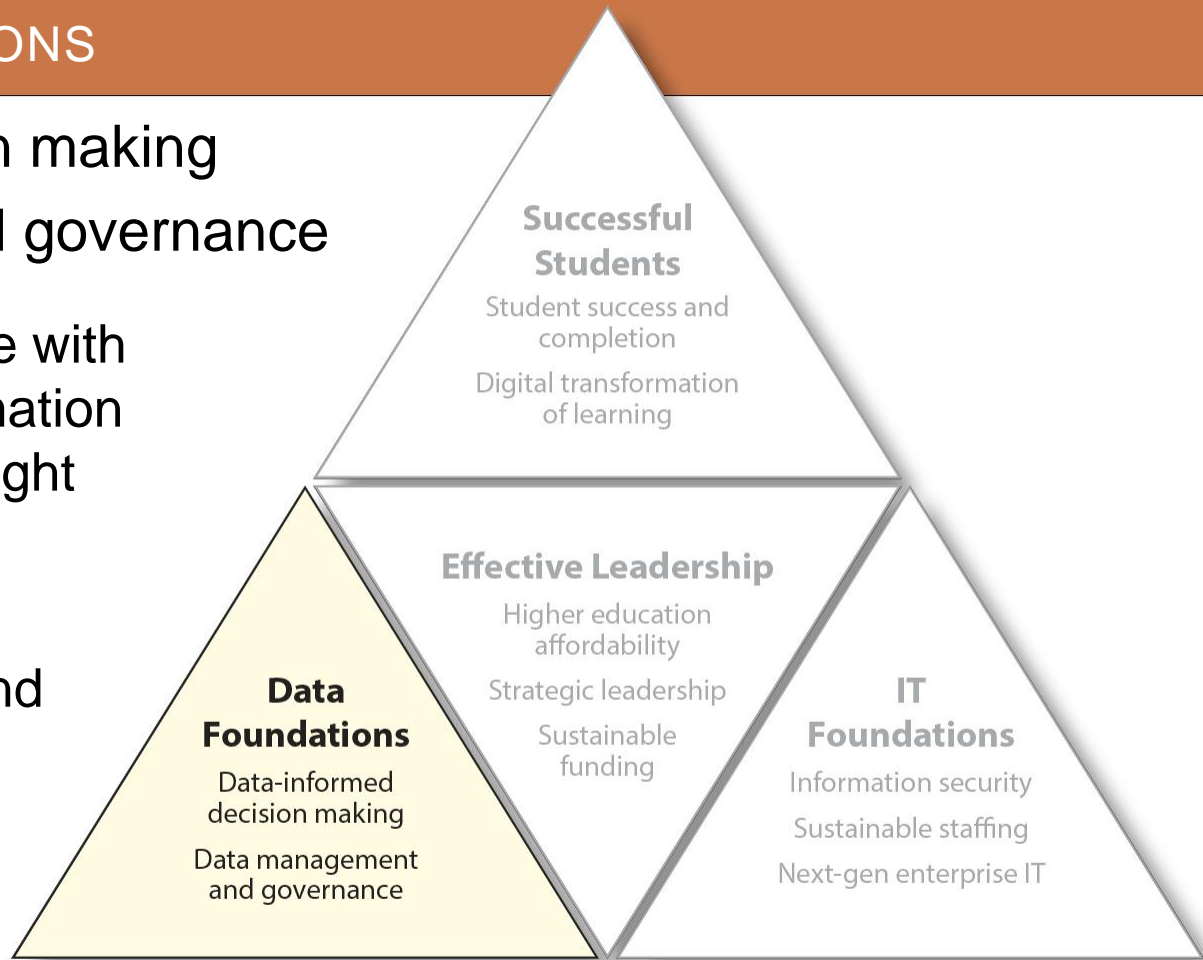
1. Information security
8. Sustainable staffing
9. Next-gen enterprise IT

- Information security threats more consequential, an ongoing risk
- Traditional ERPs are costly and dated
- New enterprise IT needs... and solutions
- New and more staff needed
- 48% of IT workforce is at risk of leaving



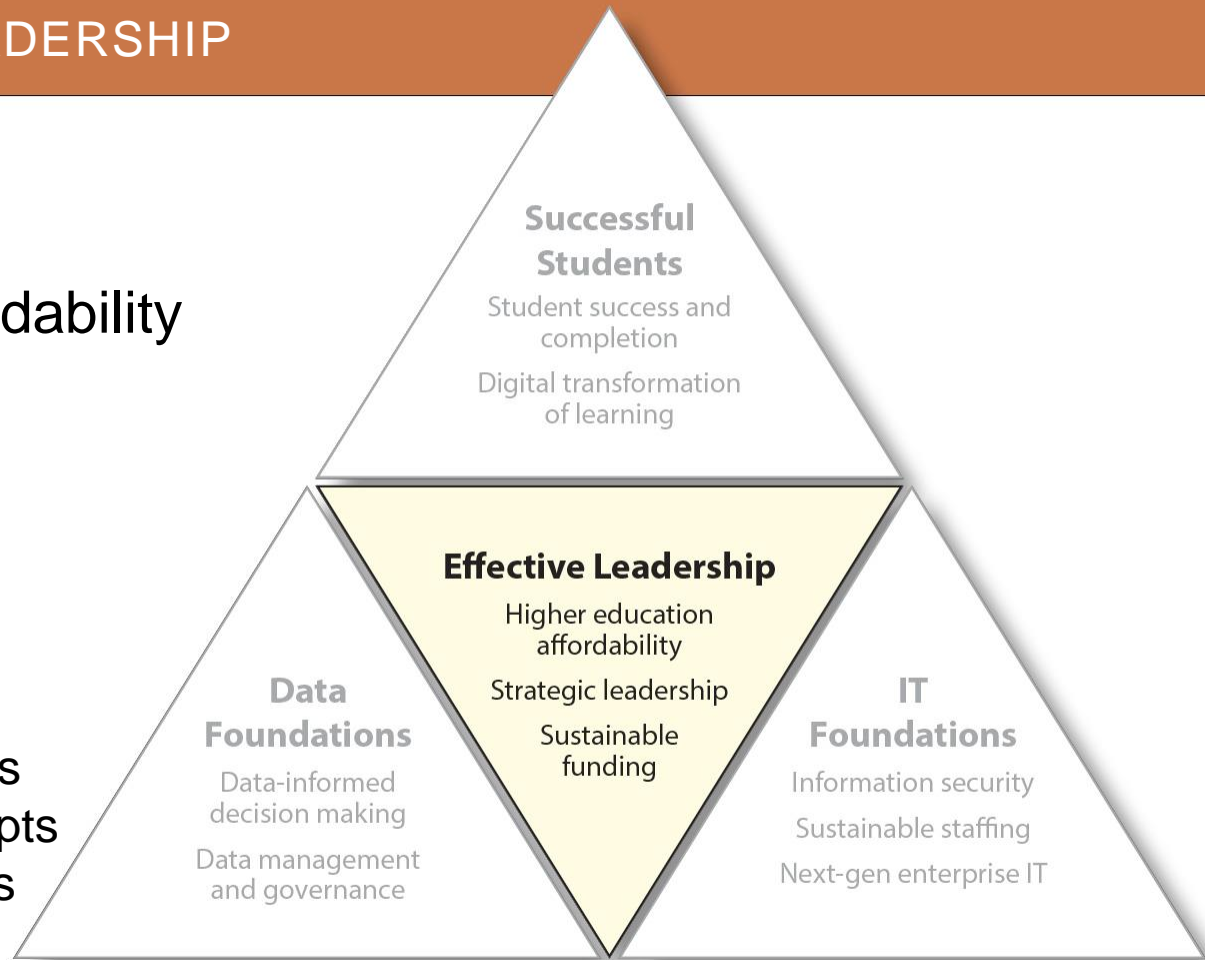
- 3. Data-informed decision making
- 6. Data management and governance

- Providing the right people with access to the right information in the right forms at the right times
- Data management and governance structures and policies can clarify and strengthen roles, responsibilities, and standards



- 4. Strategic leadership
- 5. Sustainable funding
- 7. Higher education affordability

- CIOs need to be credible, informed, and influential
- Technology is both an affordability solution and concern
- Growing innovation demands and feasibility of cloud prompts need for new funding models



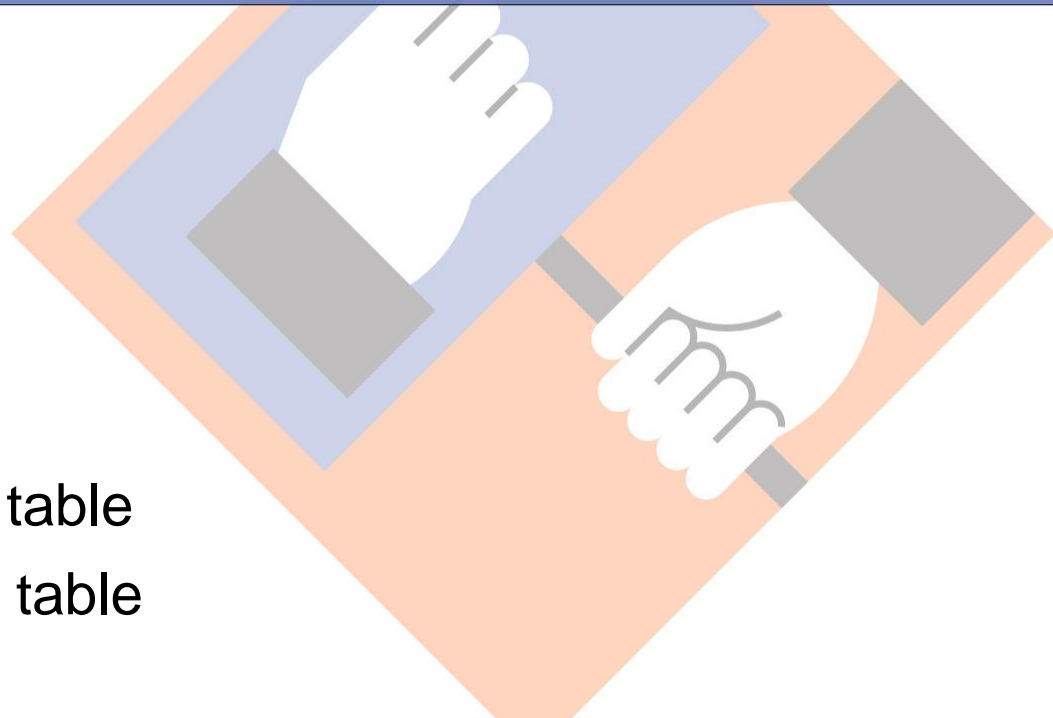


Repositioning or reinforcing the role of IT leadership as a strategic partner with institutional leadership

4

Decisions about institutional strategy are inevitably decisions about technology

- Challenge of getting to the table
- Challenge of staying at the table



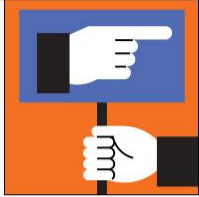


Strategic leadership: Repositioning or reinforcing the role of IT leadership as a strategic partner with institutional leadership

4

Who should care most?

- Boards
- The president
- Institutional leaders who are seeking transformative change and overseeing a transition of IT leadership

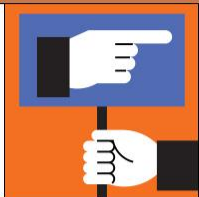


Risks

- Not understanding the environment
- Not fully understanding the institution's needs and requirements or the solution's functionality and usability
- Not asking for a seat at the table
- Burying the IT department or casting it as purely operational

Misconceptions

- Innovation, influence, and strategic leadership are intrinsic
- Institutional strategy is separable from IT strategy
- Institutional strategy is the largest determinant of IT investments and resources



Advice

To get started

- Establish and maintain strong relationships with leadership and area heads
- Start at the levels that are accessible
- Become part of campus social life and the institutional community outside your department
- Be realistic about the environment and the institution

To develop further

- Manage perceptions of the IT organization and reinforce successes
- Share experiences or ideas from other institutions that have similar programs/goals
- Without disengaging too much, find separation from ongoing IT operations to dedicate time to leadership and strategy

To optimize

- Work to be a well-rounded IT leader
- Assess the IT organization with quantitative and qualitative means
- If your institution is in transition, seek an IT leader who knows the “business” of IT and the missions and culture of higher education



Strategic leadership: Repositioning or reinforcing the role of IT leadership as a strategic partner with institutional leadership

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The opportunity for institutions that value the influence of IT leadership on institutional strategy:

- The IT organization will be more likely to attract, engage, and retain top IT talent
- Uses of technology are more likely to be relevant and successful
- Technology expenditures will be better understood and more effective
- Technology will become a major contributor to institutional outcomes



Strategic leadership: Repositioning or reinforcing the role of IT leadership as a strategic partner with institutional leadership

4

POLL

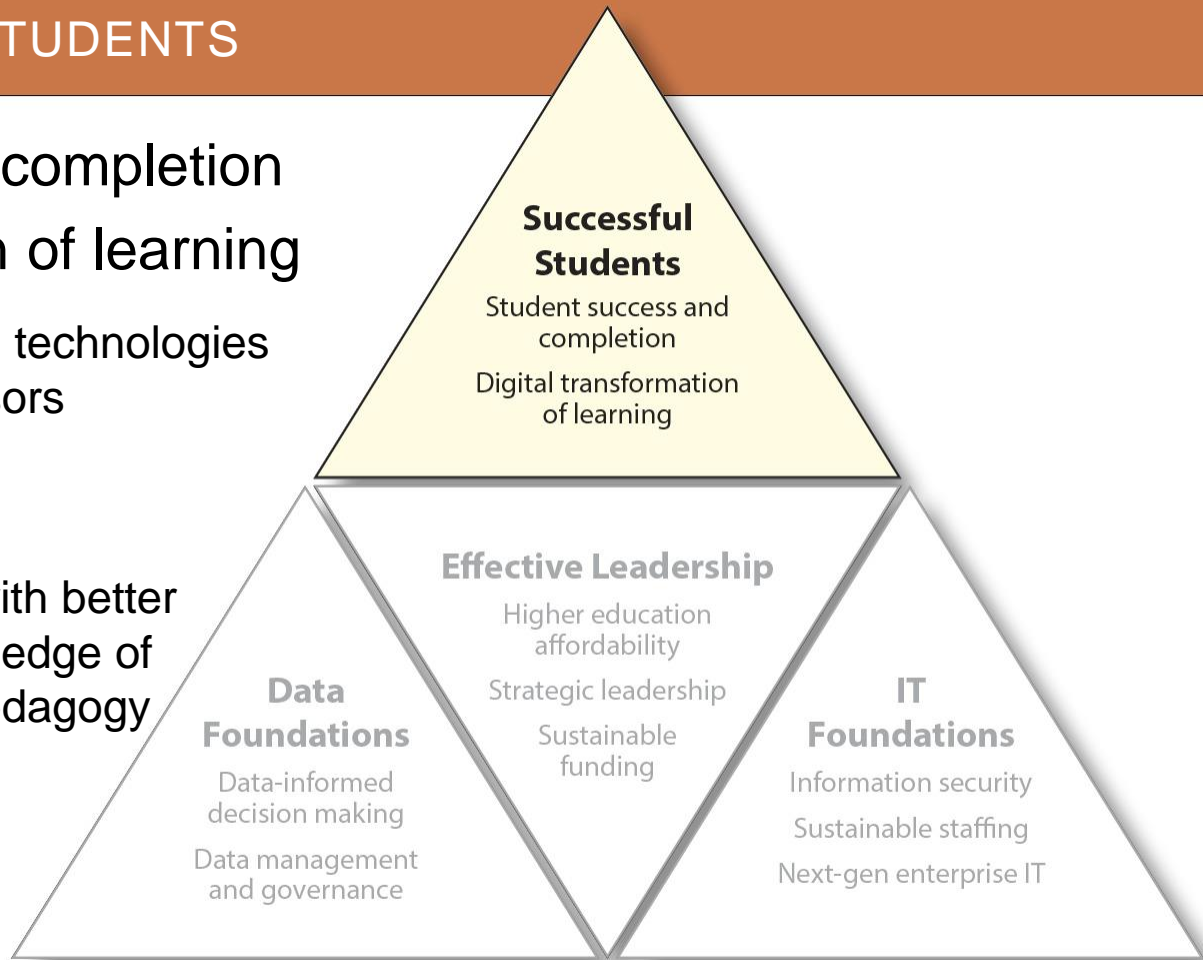
What is your greatest challenge in being a trusted advisor?

- Relationships with academic leadership
- Relationships with administrator leadership
- Relationships with institutional governing board
- IT's performance record
- Gap in my communications skills
- Figuring out how to tell the story of IT's potential contributions

2. Student success and completion

10. Digital transformation of learning

- Degree planning and advising technologies for students, faculty and advisors
- Data integrations and change management are key tasks
- Digital learning innovations, with better technologies, and more knowledge of how to apply technology to pedagogy
- Enthusiastic students, interested faculty





Collaborating with faculty and academic leadership to apply technology to teaching and learning in ways that reflect innovations in pedagogy and the institutional mission

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The emerging digital ecosystem:

- makes creation and publication easy,
- is characterized by networks that are largely social, and
- is providing ready access to data driven by algorithms that personalize information for users and that inform human judgment.



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Who outside IT should care most?

- Faculty
- The chief academic officer
- Department chairs, curriculum directors, and the curriculum committee
- Teaching and learning center staff



Misconceptions

- The digital transformation of learning is optional
- Teaching and learning will not change
- Technology provides a different, but not really better, way of teaching and learning
- The IT organization is doing this simply for technology's sake

Risks

- Not getting sufficient and ongoing buy-in from all stakeholders
- Under-scoping the initiative
- Ignoring the unintended consequences
- Not changing or failing to keep pace

TOP TEN IT ISSUES OF 2017: DIGITAL TRANSFORMATION OF LEARNING



Advice

To get started

- Ensure the CAO is fully engaged
- Build consensus and competence
- Inventory and identify the learning ecosystem and consider how it might be made available universally
- Concentrate on faculty buy-in

To develop further

- Don't lose sight of the goal over time
- Remember to include students as stakeholders and strategic partners
- Formalize faculty involvement through a teaching and learning technologists group of faculty who are adopting and advocating

To optimize

- Review and adjust support, incentives, and disincentives
- Constantly monitor and adapt to the changing ecosystem
- Define, institute, publicize, and act on metrics to measure progress and success
- Help the entire sector grow



Collaborating with faculty and academic leadership to apply technology to teaching and learning in ways that reflect innovations in pedagogy and the institutional mission

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The opportunity for institutions that excel:

- Faculty and student engagement and retention will increase
- Students' digital competence will increase, improving their ability to further integrate technology into their postgraduate lives
- Students will be attaining the right learning outcomes

TOP TEN IT ISSUES OF 2017: DIGITAL TRANSFORMATION OF LEARNING



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POLL

Where is your campus in terms of digital transformation of learning?

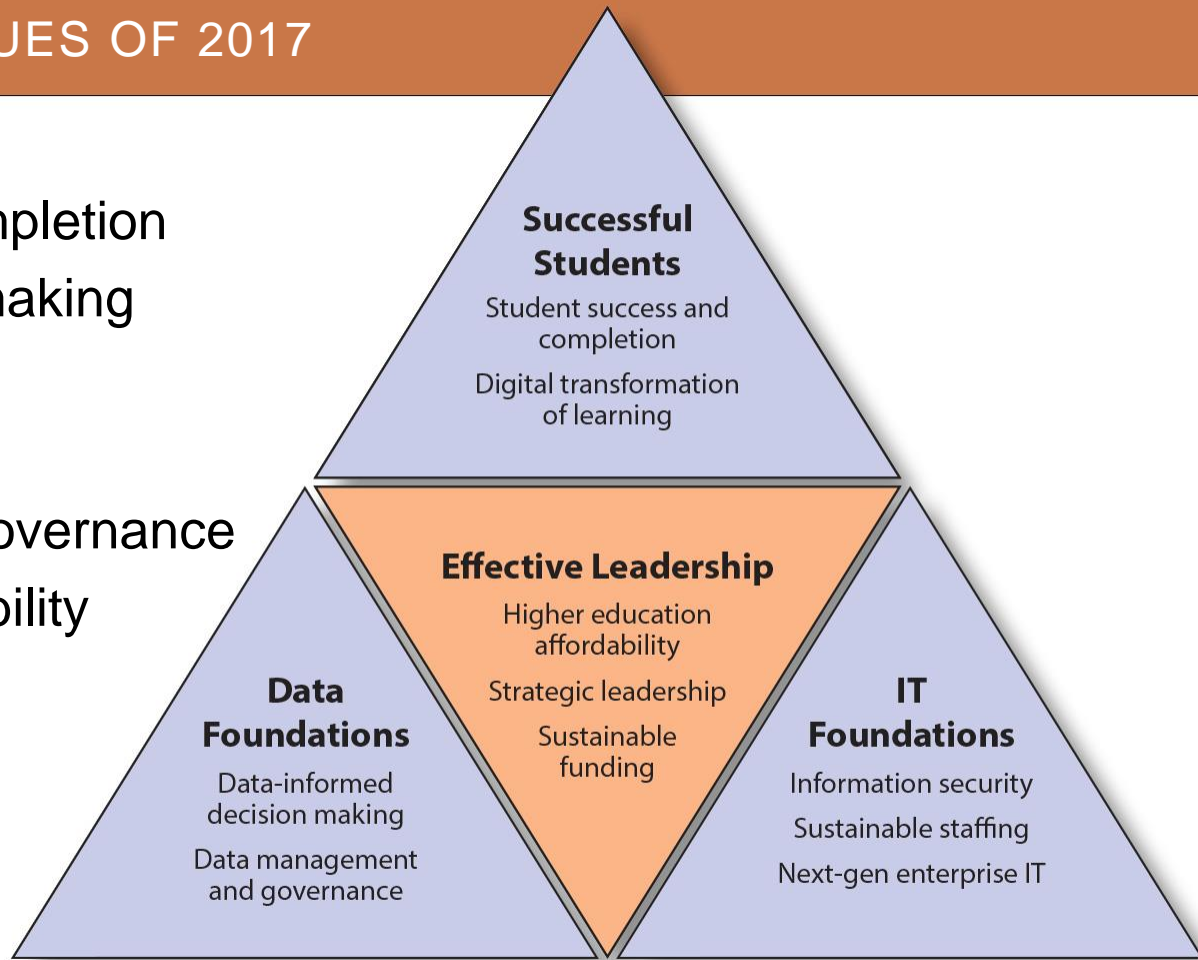
- Not planned – it doesn't fit our strategy
- Not begun
- Just getting started
- In the midst of a transformation
- Using digital tools to their fullest extent to optimize student learning in accordance with our mission

[illegible]

- <https://www.educause.edu/research-and-publications/research/top-10-it-issues>

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THANK YOU!

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