How to Leverage Technology to Create a More Agile Campus
Speakers

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Technology is a Metaphor for Change

“Universities won’t survive... higher education is in deep crisis. Already we are beginning to deliver more lectures and off-campus courses via satellite or two-way video at a fraction of the cost [of traditional courses]. The college campus won’t survive as a residential institution. Today’s [college] buildings are hopeless, unsuited, and totally unneeded.”

- Peter Drucker
Forbes Magazine, 1997
The Student Experience as a Customer Journey

79% of surveyed consumers say they are only likely to engage with an offer if it has been personalized to reflect previous interaction with that brand.


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Personalization for Who?

Today’s Learners

- Full Time Working Learner
- Full Time Online Learner
- Full Time Campus & Classroom Learner
- Hybrid Online & Classroom Learner
- Part Time Single Skill & Course Learner
- Full Time Online Learner

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Poll: My institution is well equipped to handle the needs of Today’s Learner.

- Strongly agree
- Agree
- Uncertain
- Disagree
- Strongly disagree
Today’s Higher Ed Landscape: Enrollment Pressure

Trends:
- Closings & mergers
- Growth of OPMs
- Schools looking internationally to make up enrollment

Undergraduate enrollment in U.S. public institutions, 2008-2019

Source: educationdata.org/college-enrollment-statistics

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Today’s Higher Ed Landscape: Data and Analytics

56% of higher education leaders said they only have access to “some of the data” they needed

43% of higher education leaders said they do not have analytics tool or platform that would enable data-based decision making

Just 22% of CIOs view their institution’s investment in analytics as “very effective” (The Campus Computing Survey)

Only 23% of CAOs rate their institution as “very effective” in “using data to aid and inform campus decision-making.” (Inside Higher Ed 2020 CAO SURVEY)

Source: University Business / Jenzabar Survey. February 2020

Source: 2019 Campus Computing Survey; 2020 INSIDE HIGHER ED CAO Survey
Today’s Higher Ed Landscape: Evolving Expectations

What’s Out?
- Sitting through standard lessons in lectures
- Standard curriculum for everyone
- Limited access to physical teaching materials and resources
- Email and static information
- Number of credit hours

What’s In?
- Incorporating video and online visual media as well as in-person class discussions and activities
- Individualized, customizable curriculum for each student
- 24/7 access to digital teaching materials and campus resources
- Mobile-first mentality
- Competency-based learning
Agility and Flexibility were tested in March 2020

Rebuilding the academic airplane while flying

► Covid overwhelmed the instructional infrastructure
► Transition to “remote learning”
► Digital content vs. digital access
► Online engagement and learning outcomes
► Online assessment
Poll: My institution was technologically well prepared for remote LEARNING and WORK when we closed campuses due to COVID19.

- Strongly agree
- Agree
- Uncertain
- Disagree
- Strongly disagree
Poll: My institution is technologically prepared for remote LEARNING and WORK as we enter the Fall 2020.

- Strongly agree
- Agree
- Uncertain
- Disagree
- Strongly disagree
What’s possible – and what’s viable?

**Attention must be paid.**

- Instructional strategy
- Operational strategy
- Enrollment strategy
- Financial strategy
- Public messaging

Playing “Follow the Leader” is not a strategy for success.

Data should inform decisions.
A Technology Infrastructure Audit

- User Experience
- Security & Compliance
- Integrated Campus
- Data and Analytics
- Scalable
- Support & Training
Product Management Strategies for an Agile Campus

► Focus on who you serve
► Seek input from all constituents
► Support plans with data
► Strive for enlightened teams
► Focus on being more agile
Guidelines for Machiavellian Change Agents

- Concentrate your efforts
- Pick issues carefully; know when to fight
- Know the history
- Build coalitions
- Set modest – and realistic – goals
- Leverage the value of data
- Anticipate personnel turnover
- Set deadlines for decisions
- Nothing is static – anticipate change

Source: J. Victor Baldridge, Rules for a Machiavellian Change Agent, 1983
Additional Resources

► [Jenzabar Whitepaper: 7 Questions to Consider When Buying a SIS](#)

► [Baker College: Educational Services for the 21st Century](#)

► [2019 Campus Computing Survey Report](#)

► [Digital Tweed: Still Not Using Data to Inform Data and Policy](#)

► [Digital Tweed: The Babel Problem with Big Data in Higher Ed](#)

► [Inside Higher Ed: For Provosts, Pressure Over Money (2020 CAO Survey)](#)
For more information, please email

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