Adaptive Staffing for Ever-Changing Needs

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Agenda

- Introductions
- Staffing Trends
- Traditional Adaptive Staffing
- Our Strategies
- What’s Coming?
- Group Activity to Prepare

#EDU19
About Carleton College

- 2100 students. 210 faculty.
- #5 Liberal Arts College
- Located in Northfield, MN (the state of 10,000 lakes)
- 8 distributed IT staff
- 40 central IT staff members

About Wheaton College

- Christian Liberal Arts College
- 2400 undergraduates; 600 graduates; 334 faculty
- “The Harvard of Christian Colleges”
- Located in Wheaton, IL (25 miles west of Chicago)
- 40 central IT staff members
Tech Needs Change Fast!
(≈50 years at a glance)

1962 - Mainframe Computer (Atlas)
1972 - creators of “C” language
1982 - “Machine of the Year”

https://www.computerhistory.org/timeline/

1992 - JPEG Standard
and morphing in movies

~2005 - Gmail & YouTube & Twitter

2015 - 1st Apple Watch

Staffing Trends - at Carleton

1962: 1st IT Staff

1992: 17 IT staff

2019: 40 IT Staff

2022: ? IT Staff

Since the crash of 2008, budget pressures & accountability on cost of higher ed (and decrease of 18 yr-olds) has increased resistance to adding staff. And yet, the new technologies keep emerging.
Traditional Adaptive Staffing

- Retrain existing staff
- Repurpose positions after a retirement
- Repurpose positions by reorganizing (sometimes a forced exit)
- Outsourcing of services

We’ve done all of these things, but it’s not enough.

Creative Problem Solving @ Carleton

- **Shared** Information Security Officer with St. Olaf College
- 3-month **swap** with Macalester College: of a 19 year (nearly entire career) “support” manager with an Academic Technologist (desiring management)
- 6-month **intern** to support Summer deployments & Fall ticket load
- 4 staff who prefer to be **part-time**
- One day per month out-of-office “**Focus Day**” offered to all IT staff
Creative Problem Solving @ Wheaton

Retention & Motivation Strategies

- Flexible schedule when possible (Focus Days)
- Matrix teams and “extended” leadership team
- Book discussions
- Lunch with groups based on length of tenure
- Group activities (e.g. food-related)
- Coffee with Wendy
- Cookies on Friday
- Field trips to other schools or tech venues
Generational Shifts & Retention / Motivation

**MILLENNIAL PERSONALITY TRAITS**

- Motivated by meaning
- Task (not time) oriented
- Challenge hierarchy
- Want relationship with boss
- Tech savvy
- Open to change
- Want recognition
- Want to have fun

[https://www.mindtickle.com/10-millennial-personality-traits-hr-managers-cant-ignore/](https://www.mindtickle.com/10-millennial-personality-traits-hr-managers-cant-ignore/)

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Key Trends Accelerating Higher Education Technology Adoption

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Developments in Educational Technology

- Analytics
- Adaptive Technology
- Games and Gamification
- The Internet of Things
- Mobile Learning
- Natural Learning Interfaces
- Bring Your Own Device
- Makerspaces
- Flipped Classroom
- Wearable Technology
- 3D Printing
- Tablet Computing
- Artificial Intelligence
- Next Generation LMS
- Affective Computing
- Mixed Reality
- Robotics
- Quantified Self
- Virtual Assistants
- MOOCs
- Blockchain
- Voice Assistants

EDUCAUSE Horizon Report 2019

Your Turn

https://tinyurl.com/EDUCAUSE2019

1. What are the IT staffing implications of these upcoming technology changes?
2. What roles and skills will IT organizations need MORE of and what will we need LESS of?
3. What strategies can we use to meet our staffing needs in the next 5-10 years?

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Session Evaluations

There are two ways to access the session and presenter evaluations:

1. In the online agenda, click on the "Evaluate Session" link.

2. From the mobile app, click on the session you want from the schedule > then scroll down or click on the associated resources > and the evaluation will pop up in the list.

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