Grand Strategy for Grand Challenges: an approach to Digital Transformation

Susan Grajek, Ph.D.
Vice President, EDUCAUSE
Overview

• Higher education must address its Grand Challenges

• A Grand Strategy approach can help
  • Integrate interests, threats, resources, and policies.
  • Provide a grand principle to guide the institution seeking a way forward in a complex and changing ecosystem
  • Provide a long-term vision that treats institutional resources holistically and focuses on the most consequential priorities

• Start with a Grand Principle that best fits ends and means: Simplification or Innovation are good choices

• Digital transformation can supply a set of Grand Plans and Behaviors to fuel your Grand Strategy
Efficient use of available technology.

21st century technology in higher ed.

Automation. Stop the manual madness.

Studentless campus.

Using data in a different way.

How my organization is positioned digitally (web, social media, etc).

Working smarter.
Leaders’ Top Priorities?

“Competition from third parties like employers and for-profit institutions will accelerate. All of a sudden accreditation is not as important for some skills.”

“Thinking through what the future of work looks like and how universities can help shape the future of work and help students of all levels prepare for it.”

“A major earthquake would put us out of business.”

“We’re reinventing the general education curriculum to meet students' new ways of learning.”

“We hope to increase research and innovation productivity, measured by an increase in overall funding.”
Digital Transformation in Higher Education

The process of optimizing and transforming the institution’s operations, strategic directions, and value proposition through deep and coordinated shifts in culture, workforce, and technology.
Digital Transformation in context

**Digitization**
Changing from analog or physical to digital form

1. Digitize information
2. Organize information
3. Automate processes
4. Streamline processes
5. Transform the Institution

**Digitalization**
Using digital technologies and information to transform individual institutional operations

**Digital transformation**
A series of deep and coordinated culture, workforce, and technology shifts that enable new educational and operating models and transform an institution’s operations, strategic directions, and value proposition.
Digital Transformation in context

1. Digitize information
   - Digitize paper records for archiving and retrieval

2. Organize information
   - Extract metadata to be managed in a central repository

3. Automate processes
   - Digitalize processes via electronic forms to improve accuracy and accountability

4. Streamline processes
   - Increase operational transparency and efficiency of cross-functional processes

5. Transform the Institution
   - Develop an enterprise digital strategy using analytics, AI, mobile etc. to drive and scale innovation aligned with business goals
Digital Transformation

Drivers
- Funding cuts
- Technology advances
- Changing student expectations

Components
- Culture
- Technology
- Workforce

Outcomes
- New business models
- Improved student outcomes
- New research capabilities
- Teaching and learning innovations

Teaching and learning ...
Getting Ready for Digital Transformation: Change Your Culture, Workforce, and Technology

by Susan Grajek and Betsy Reinitz

Monday, July 8, 2019

Editors’ Pick
Is Your Institution Driving to Digital Transformation?

Digital Transformation Signals: Is Your Institution on the Journey?

by Malcolm Brown, Betsy Reinitz and Karen Wetzel  Wednesday, October 9, 2019  Enterprise Connections

Technology Shifts

IT leaders must adopt innovative practices and create digital environments that provide unprecedented agility and flexibility. At the same time, they must also manage a complex and ever-changing technology ecosystem in a way that enables the institution and its academic and business units to rapidly and efficiently achieve its strategic aims. New technologies do not by themselves bring about Dx. Institutional Dx initiatives can succeed only through the strategic application of a changing set of technologies in support of new institutional directions.

Is there evidence of these shifts in technology?
- Agility
- Intentional strategy for securing technology-related services (e.g., cloud, on premises, shared services, consortial arrangements)
- Technology architecture with agility and flexibility as key priorities
- Focus on business outcomes
- Close relationship between technology decisions and institutional goals and

Culture Shifts

Dx requires a new approach to how campus leaders interact with each other—an approach that entails a laser focus on progress toward institutional goals, a broad emphasis on change management, and an increase in institutional agility and flexibility to meet rapidly changing needs.

Is there evidence of these shifts in culture?
- Focus on institutional goals
- Focus on institutional differentiation
- Strategic innovation aimed at key institutional ambitions
- Focus on student and faculty success
- Leaders willing to consider new strategic directions
- Reliance on data and analytics to adjust institutional course
- Shift from risk averse to risk management
- Institutional flexibility and agility

Workforce Shifts

Changes related to Dx not only are having an inescapable impact on the day-to-day work of higher education professionals but also are creating a need for new skills and competencies across the institutional community. These changes are creating new opportunities and threats and demanding a reinvention of human resource management.

Is there evidence of these shifts in workforce?
- New jobs and roles (e.g., chief data officer, chief innovation officer, vendor management, business relationship management)
- Familiarity across roles with the “business” of higher education
- Increasing importance of enterprise architecture
- Expanding IT liaison roles that align with institutional strategy
- Roles that cross boundaries (e.g., positions residing in an academic department with close ties to the IT organization)
- Agility involving new and shifting competencies across many roles
How will you achieve your Dx outcomes?

Outcomes

Teaching and learning innovations

Improved student outcomes

New research capabilities

New business models

Do you have a Grand Strategy?
A Grand Strategy Approach for Digital Transformation

- Grand challenges: Difficult but important problems
- Grand principles
- Grand plans
- Grand behavior

The ends and means to achieve them

Ends and means in more detail

Relative allocation of means to ends
Grand Strategy
What is Grand Strategy?

• An integrated scheme of interests, threats, resources, and policies
• The theory, or logic, that guides leaders seeking security in a complex and insecure world
• Long term in its vision, holistic in its treatment of all instruments of national power, and important in its focus on the most consequential interests
Elements of grand strategy: US Cold War
Grand principles generally describe ends, and the means by which to achieve them.

Grand Principle: Containment
Grand plans is do the same but in detail
Grand behavior is a pattern in the relative allocation of means to certain ends.
Without a clear strategy statement, the next president will fail to set a foreign policy course for his/her new administration that leverages U.S. resources and allies, escaping the damaging tendency to do a little everywhere and seek to stamp out fires wherever they burn.  

Grand Strategy in Higher Education
Grand strategy is thus much closer to a vision statement...than a blueprint or action plan for short-term policy priorities...A real effort at developing a grand strategy requires thinking about the kind of world that is most conducive to American interests and how to set a course that, over several decades and multiple administrations, stands a good chance of helping to bring such a world about.¹

Grand strategy applied to higher education

Higher education’s ecosystem is changing and expanding

Grand strategy changes when the system changes
Grand strategy takes an ecosystem, not solely institutional, viewpoint

How will institution thrive in relation to and within the larger higher education ecosystem?

How will the institution advance the higher education ecosystem, not just itself?

National and international circumstances

Institutional circumstances, culture, priorities
Grand Strategy is long-term

Grand strategy is anchored in long-term institutional mission and vision rather than any particular’s year’s or short term’s strategic plan.
Grand Strategy is a guiding intellectual framework

An ecological worldview formed from a mix of different influences — experience, study, values, ideology

Helps leaders make sense of complexity and bring resources and commitments into alignment

- Grand challenges
  - Difficult but important problems
- Grand principles
  - The ends and means to achieve them
- Grand plans
  - Ends and means in more detail
- Grand behavior
  - Relative allocation of means to ends
Grand Strategy can guide strategic planning

Lean into difficult trade-offs

Make priorities explicit

Translate objectives into clear implementation guidance and budgetary requirements
Grand Challenges
Grand Challenges are Difficult but Important Problems

Grand Challenges
• describe end results or outcomes
• are global in scale
• are very difficult but not impossible to accomplish
• require extensive ongoing experimentation and documentation
• energize the public, politicians, and funders

The community works to develop
• a sense of the possibilities
• an appreciation of the risks
• an urgent commitment to accelerate progress
Grand Challenges in Computing

- Office of Science and Technology Policy introduced in the late 1980s
- A fundamental problem in science or engineering, with broad applications, whose solution would be enabled by the application of high performance computing resources that could become available in the near future
NSF’S 10 BIG IDEAS

- Future of Work
- Growing Convergence Research
- Harnessing the Data Revolution
- Mid-scale Research Infrastructure
- Navigating the New Arctic
- NSF INCLUDES
- Quantum Leap
- Understanding the Rules of Life
- Windows on the Universe
- Vector Technology Infographic
Grand Challenges for Higher Education

1. Grand Challenges
2. Grand Principles
3. Grand Plans
4. Grand Behavior
Grand Challenges for Higher Education

**Student success**
- Persistence, retention, completion
- Engagement
- Outcomes

**Financial health**
- Enrollment
- Costs
- Funding
- Natural disasters

**Reputation and relevance**
- Affordability
- Political climate
- Teaching
- Academic programs
- Research

**External competition**
- Alternative credentials
- Employer-based learning
- Talent
- Global HE
Grand Strategies for Higher Education
Grand Challenges for Higher Education

Student success
- Persistence, retention, completion
- Engagement
- Outcomes

Financial health
- Enrollment
- Costs
- Funding
- Natural disasters

Reputation and relevance
- Affordability
- Political climate
- Teaching
- Academic programs
- Research

External competition
- Alternative credentials
- Employer-based learning
- Talent
- Global HE
Which of these are yours?

**Student success**
- Persistence, retention, completion
- Engagement
- Outcomes

**Financial health**
- Enrollment
- Costs
- Funding
- Natural disasters

**Reputation and relevance**
- Affordability
- Political climate
- Teaching
- Academic programs
- Research

**External competition**
- Alternative credentials
- Employer-based learning
- Talent
- Global HE
Overcome weaknesses

Maximize strengths

Internal

External

- Reduce redundancy
- Collaboration
- Improve experiences
- Focus on outcomes

- Talent
- Agility
- New directions
- Emerging technologies

- Outsource
- Shared services

- Partnerships
- New markets

- Talent
- Agility
- New directions
- Emerging technologies
Overcome weaknesses

GRAND PRINCIPLE: SIMPLIFICATION
- Reduce redundancy
- Collaboration
- Improve experiences
- Focus on outcomes

GRAND PRINCIPLE: INNOVATION
- Outsource
- Shared services
- Partnerships
- New markets

External competition
Reputation and relevance

External

Financial health
Student success

Internal

Enrollment
Student success

Maximize strengths

Talent
- Agility
- New directions
- Emerging technologies
Grand strategy for higher education: Simplification

**GRAND CHALLENGES**

<table>
<thead>
<tr>
<th>FINANCIAL HEALTH</th>
<th>STUDENT SUCCESS</th>
<th>REPUTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>GRAND PRINCIPLE: SIMPLIFICATION</td>
<td></td>
</tr>
</tbody>
</table>

**GRAND PLANS**

| Greater emphasis on coordination, collaboration, and shared goals | Digital strategies to simplify operations and the user experience | Sharper focus on institutional and student outcomes and a seamless student experience | Do less: reduce redundancy, outsource commodity operations |

**GRAND BEHAVIOR**

<table>
<thead>
<tr>
<th>Enterprise architecture</th>
<th>Process redesign and management</th>
<th>Product management</th>
<th>Service management</th>
</tr>
</thead>
<tbody>
<tr>
<td>User-centered design</td>
<td>Institution-wide strategic planning, procurement, IT and data governance</td>
<td>Personalization</td>
<td>Cloud and shared services</td>
</tr>
<tr>
<td>Vendor management</td>
<td>AI and IoT to automate manual operations</td>
<td>Continuous improvement</td>
<td>Use of data and analytics for making decisions</td>
</tr>
</tbody>
</table>
GRAND CHALLENGES

FINANCIAL HEALTH  STUDENT SUCCESS  REPUTATION

GRAND PRINCIPLE: SIMPLIFICATION

GRAND PLANS

Greater emphasis on coordination, collaboration, and shared goals

Digital strategies to simplify operations and the user experience

Sharper focus on institutional and student outcomes and a seamless student experience

Do less: reduce redundancy, outsource commodity operations
GRAND CHALLENGES

FINANCIAL HEALTH | STUDENT SUCCESS | REPUTATION

GRAND PRINCIPLE: SIMPLIFICATION

GRAND BEHAVIOR

- Enterprise architecture
- Process redesign and management
- Product management
- Service management

- User-centered design
- Institution-wide planning, procurement, and governance
- Personalization
- Cloud and shared services

- Vendor management
- AI and IoT to automate manual operations
- Continuous improvement
- Data and analytics for making decisions
Simplify: Two-Year Change in Related Trends Incorporated into IT Strategy

- Institution-wide data management and integrations: 2020, 61%; 2018, 60%
- Changing enterprise architectures, integrations, workflows: 2020, 56%; 2018, 50%
- Shared services: 2020, 42%; 2018, 42%
- User-centered design: 2020, 39%; 2018, 33%
Grand strategy for higher education: Innovation

<table>
<thead>
<tr>
<th>GRAND CHALLENGES</th>
<th>GRAND PRINCIPLE: INNOVATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENROLLMENT</td>
<td></td>
</tr>
<tr>
<td>STUDENT SUCCESS</td>
<td></td>
</tr>
<tr>
<td>COMPETITION</td>
<td></td>
</tr>
<tr>
<td>REPUTATION</td>
<td></td>
</tr>
</tbody>
</table>

**GRAND PLANS**
- New strategic directions to meet 21st-century challenges, ambitions, and opportunities
- Greater emphasis on flexibility, agility, anticipation and responding to ongoing change
- New creative strategies inspired by new technologies & greater use of data
- More emphasis on change and risk management, with a shift away from risk aversion.

**GRAND BEHAVIOR**
- Use of data and analytics for making decisions
- Clearly defined transformation goals
- Use of emerging technologies - extended reality (XR), robotics, blockchain, IoT
- New leadership roles in new areas
- Faculty roles change to support student success and new technologies.
- Researchers apply new digital research methods and collaborate more
- Institutional research services are integrated, at point of need, and widely available
- Rich AI, data and interface platforms for student success and administration
Innovation in Higher Education today

Mixed, innovation begins strongly, but struggle to sustain it: how to continue the lifecycle so the initial innovations doesn’t stagnate:

History of chasing shiny objects, hasn’t had a focused approach.

We are an institution of great ideas and thinkers, with a mixed track record of successful implementation.

Excellent track record, in our DNA. Has a philosophy.

Intentional approach to and focus on innovation, infusing across the campus, deep focus with the Board to get support and funding. Innovation governance. Has a philosophy.

Good record of success, disciplined approach: pilot, scale, repeat. Changing culture as well as practice. Has a philosophy.

Moving from non-deliberate, relying on creative people to intentionally creating an environment to support and foster innovation

Leveraging support and expertise of a very successful alumni business leader
Grand strategy for higher education: Innovation

**GRAND CHALLENGES**

<table>
<thead>
<tr>
<th>ENROLLMENT</th>
<th>STUDENT SUCCESS</th>
<th>COMPETITION</th>
<th>REPUTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENROLLMENT</td>
<td>STUDENT SUCCESS</td>
<td>COMPETITION</td>
<td>REPUTATION</td>
</tr>
<tr>
<td>ENROLLMENT</td>
<td>STUDENT SUCCESS</td>
<td>COMPETITION</td>
<td>REPUTATION</td>
</tr>
<tr>
<td>ENROLLMENT</td>
<td>STUDENT SUCCESS</td>
<td>COMPETITION</td>
<td>REPUTATION</td>
</tr>
</tbody>
</table>

**GRAND PRINCIPLE: INNOVATION**

**GRAND PLANS**

- New strategic directions to meet 21st-century challenges, ambitions, and opportunities
- Greater emphasis on flexibility, agility, anticipation and responding to ongoing change
- New creative strategies inspired by new technologies & greater use of data
- More emphasis on change and risk management, with a shift away from risk aversion.

**GRAND BEHAVIOR**

- Use of data and analytics for making decisions
- Clearly defined transformation goals
- Use of emerging technologies - extended reality (XR), robotics, blockchain, IoT
- New leadership roles in new areas
- Faculty roles change to support student success and new technologies.
- Researchers apply new digital research methods and collaborate more
- Institutional research services are integrated, at point of need, and widely available
- Rich AI, data and interface platforms for student success and administration
GRAND CHALLENGES

ENROLLMENT STUDENT SUCCESS COMPETITION REPUTATION

GRAND PRINCIPLE: INNOVATION

GRAND PLANS

New strategic directions to meet 21st-century challenges, ambitions, and opportunities

Greater emphasis on flexibility, agility, anticipation and responding to ongoing change

New creative strategies inspired by new technologies & greater use of data

More emphasis on change and risk management, less on risk aversion.
# GRAND CHALLENGES

<table>
<thead>
<tr>
<th>ENROLLMENT</th>
<th>STUDENT SUCCESS</th>
<th>COMPETITION</th>
<th>REPUTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of data and analytics for making decisions</td>
<td>Clearly defined transformation goals</td>
<td>Use of emerging tech -- XR, robotics, blockchain, IoT</td>
<td>New leadership roles in new areas</td>
</tr>
</tbody>
</table>

## GRAND PRINCIPLE: INNOVATION

## GRAND BEHAVIOR

- Faculty roles support student success and new technologies.
- Research: new digital methods and more collaboration.
- Research services: integrated and widely available.
- AI/data platforms for student success and administration.
Two-Year Change in Related Technologies

Percentage of US institutions that have implemented technology

- Incorporation of mobile devices in teaching and learning: 40% (2018), 39% (2020)
- Open educational resources: 26% (2018), 38% (2020)
- Technologies for planning and mapping student educational plans: 32% (2018), 38% (2020)
- Predictive analytics for student success: 29% (2018), 29% (2020)
- Digital microcredentials: 6% (2018), 12% (2020)
- Uses of the Internet of Things for teaching and learning: 5% (2018), 10% (2020)
Dx in the Context of Grand Strategy
Grand Challenges for Higher Education

**Student success**
- Persistence, retention, completion
- Engagement
- Outcomes

**Financial health**
- Enrollment
- Costs
- Funding
- Natural disasters

**Reputation and relevance**
- Affordability
- Political climate
- Teaching
- Academic programs
- Research

**External competition**
- Alternative credentials
- Employer-based learning
- Talent
- Global HE
### Major Potential Benefit of Digital Transformation

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Student success</th>
<th>Financial</th>
<th>Reputation</th>
<th>Competition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improving the student experience</td>
<td>84%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improving faculty teaching and advising</td>
<td>65%</td>
<td>65%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decreasing student dropout rate or improving retention</td>
<td>64%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improving student course-level performance</td>
<td>57%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reducing students' time to degree</td>
<td>54%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensuring institutional survival</td>
<td></td>
<td>60%</td>
<td>60%</td>
<td>60%</td>
</tr>
<tr>
<td>Expanding research</td>
<td></td>
<td></td>
<td>55%</td>
<td></td>
</tr>
<tr>
<td>Improving the institution's reputation and standing</td>
<td></td>
<td></td>
<td>55%</td>
<td></td>
</tr>
<tr>
<td>Outdoing or keeping up with peer institutions</td>
<td></td>
<td></td>
<td>51%</td>
<td></td>
</tr>
<tr>
<td>Outdoing or keeping up with new, nontraditional competitors</td>
<td></td>
<td></td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Expanding the types of credentials we award</td>
<td></td>
<td></td>
<td></td>
<td>39%</td>
</tr>
<tr>
<td>Attracting more students</td>
<td></td>
<td></td>
<td></td>
<td>61%</td>
</tr>
<tr>
<td>Reaching a different or broader segment of students</td>
<td></td>
<td></td>
<td></td>
<td>57%</td>
</tr>
<tr>
<td>Containing or reducing costs</td>
<td></td>
<td></td>
<td></td>
<td>49%</td>
</tr>
<tr>
<td>Containing or reducing expenditures</td>
<td></td>
<td></td>
<td></td>
<td>47%</td>
</tr>
<tr>
<td>Attracting donors and funders</td>
<td></td>
<td></td>
<td></td>
<td>42%</td>
</tr>
<tr>
<td>Generating new sources of income</td>
<td></td>
<td></td>
<td></td>
<td>42%</td>
</tr>
<tr>
<td>Generating revenue</td>
<td></td>
<td></td>
<td></td>
<td>38%</td>
</tr>
</tbody>
</table>

Dx can address Grand Challenges
Dx is real and predicted to grow in importance for higher education’s success.

Compared to two years ago:
- 2% Less important
- 30% Just as important
- 67% More important

Two years from now:
- 3% Less important
- 22% Just as important
- 75% More important
Few are engaging in Dx but many are preparing to

Remembering that digital transformation is a series of deep and coordinated culture, workforce, and technology shifts that enable new educational and operating models and transform an institution’s operations, strategic directions, and value proposition, would you say your institution is engaging in digital transformation today?

<p>|            | No 16%          | Not yet but we are exploring it 37% | We are in the process of developing a... | Yes 13%          |</p>
<table>
<thead>
<tr>
<th>Focus Areas of Today’s Digital Transformation Pioneers</th>
<th>Student success</th>
<th>Financial</th>
<th>Reputation</th>
<th>Competition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improving the student experience</td>
<td>84%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improving faculty teaching and advising</td>
<td>65%</td>
<td>65%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decreasing student dropout rate or improving retention</td>
<td>64%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improving student course-level performance</td>
<td>57%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reducing students' time to degree</td>
<td>54%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensuring institutional survival</td>
<td></td>
<td>60%</td>
<td>60%</td>
<td>60%</td>
</tr>
<tr>
<td>Expanding research</td>
<td></td>
<td></td>
<td>55%</td>
<td></td>
</tr>
<tr>
<td>Improving the institution's reputation and standing</td>
<td></td>
<td></td>
<td>55%</td>
<td></td>
</tr>
<tr>
<td>Outdoing or keeping up with peer institutions</td>
<td></td>
<td></td>
<td>51%</td>
<td></td>
</tr>
<tr>
<td>Outdoing or keeping up with new, nontraditional competitors</td>
<td></td>
<td></td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Expanding the types of credentials we award</td>
<td></td>
<td></td>
<td></td>
<td>39%</td>
</tr>
<tr>
<td>Attracting more students</td>
<td></td>
<td></td>
<td></td>
<td>61%</td>
</tr>
<tr>
<td>Reaching a different or broader segment of students</td>
<td></td>
<td></td>
<td></td>
<td>57%</td>
</tr>
<tr>
<td>Containing or reducing costs</td>
<td></td>
<td></td>
<td></td>
<td>49%</td>
</tr>
<tr>
<td>Containing or reducing expenditures</td>
<td></td>
<td></td>
<td></td>
<td>47%</td>
</tr>
<tr>
<td>Attracting donors and funders</td>
<td></td>
<td></td>
<td></td>
<td>42%</td>
</tr>
<tr>
<td>Generating new sources of income</td>
<td></td>
<td></td>
<td></td>
<td>42%</td>
</tr>
<tr>
<td>Generating revenue</td>
<td></td>
<td></td>
<td></td>
<td>38%</td>
</tr>
</tbody>
</table>
GRAND CHALLENGES

FINANCIAL HEALTH | STUDENT SUCCESS | REPUTATION

GRAND PRINCIPLE: SIMPLIFICATION

Today’s Dx pioneers are focused on simplification

GRAND PLANS

Greater emphasis on coordination, collaboration, and shared goals

Digital strategies to simplify operations and the user experience

Sharper focus on institutional and student outcomes and a seamless student experience

Do less: reduce redundancy, outsource commodity operations
Final Thoughts
A Grand Strategy can facilitate the kind of coordinated action that today’s Grand Challenges require.

- A focus on grand strategy can help leaders think, plan, and act in an integrative and collaborative way.
- 53% of CIOs describe insufficient cross-institutional planning or coordination as a major barrier to Dx.
Simplification: CIOs’ Hopes in 3-5 Years

• We develop standards and tools to simplify out of the box integrations and facilitate better analytics
• Institutional services are as easy to use as consumer apps
• Institutions direct more of their efforts toward students’ needs, from student mental health, to retention, to recruitment, to debt avoidance, to job placement.
Simplification: Takeaways

• Break down the silos
• If the whole is more than the sum of the parts, there needs to be a whole in the first place.
Innovation: CIOs’ Hopes in 3-5 Years

- Institutions begin to see how many of their credentials, or “products,” need to be refactored, why, and how
- Different institutions focus on different types of students and thereby differentiate their offerings
- Today’s rudimentary success metrics give way to measures that capture the contribution of HE to people’s ability to thrive in life, however they define it
Innovation: Takeaways

• Beware of Innovation Theater
• Innovation activities that energize constituents without producing significant results
Innovation: Takeaways

• People, process, technology, product
• From doing things differently to doing different things
Where to start? Simplification or Innovation?

YOU MUST CHOOSE

...BUT CHOOSE WISELY
Most institutions will want to start with Simplification

Simplification paves the way for innovation

“This effort simplified the company’s systems and processes to reduce costs and risks. Without a powerful operational backbone, Philips’ leaders would be consumed with executing and maintaining core processes instead of imaging, developing, and commercialized digital offering that help people live healthier lives.”

Source: Five building blocks of digital transformation. Jeanne Ross, Martin Mocker, Cynthia Beath. MIT CSR, June 6, 2018
California Community Colleges Course Exchange

1. Simplification:
   Consolidated online course systems
   - Moved from multiple online course systems to a single one for California community colleges – 114 campuses serving 2.1 million students
   - Started with identifying common business processes for financial aid, admissions, etc.
   - Ground rules first

2. Innovation:
   Enabled students to find and take any online course, no matter which campus provided it
Wrap up
Summary

• Higher education must address its Grand Challenges
• A Grand Strategy approach can help
  • Integrate interests, threats, resources, and policies.
  • Provide a grand principle to guide the institution seeking a way forward in a complex and changing ecosystem
  • Provide a long-term vision that treats institutional resources holistically and focuses on the most consequential priorities
• Start with a Grand Principle that best fits ends and means: Simplification or Innovation are good choices
• Digital transformation can supply a set of Grand Plans and Behaviors to fuel your Grand Strategy
Thank you!

Susan Grajek, Vice President EDUCAUSE
sgrajek@educause.edu