A person is walking away from the camera down a long, dark tunnel. The tunnel walls are covered in graffiti. At the end of the tunnel, there is a bright light, creating a silhouette of the person walking towards it.

Emerging from the Shadow of COVID-19: What Will Be Different?

John O'Brien - jobrien@educause.edu

A close-up photograph of a light blue surgical mask. The mask is centered in the frame, showing its pleated texture and the white elastic ear loops at the top. Overlaid on the center of the mask is the text "NEW NORMAL" in a large, bold, black, sans-serif font. The background is blurred, showing hints of other people wearing masks, suggesting a public setting.

**NEW
NORMAL**

New Math... 1918 + 1929 + 1968 = 2020



Senior Vice President and Chief Information Officer
Bowdoin College

A black and white photograph of a long, narrow, dimly lit tunnel. The walls are made of brick, and the floor is tiled. The tunnel leads to a bright light at the end, creating a strong contrast. The text "What will be different?" is centered in the middle of the tunnel.

What will be different?

What Got You Here Won't Get You There

MARSHALL GOLDSMITH
WITH MARK REITER



EDUCAUSE 2010
CONFERENCE OCT. 12-15 **ANAHEIM**
THE BEST THINKING IN HIGHER ED IT

“The CIO: Plumber or Strategist?”

Point / Counterpoint

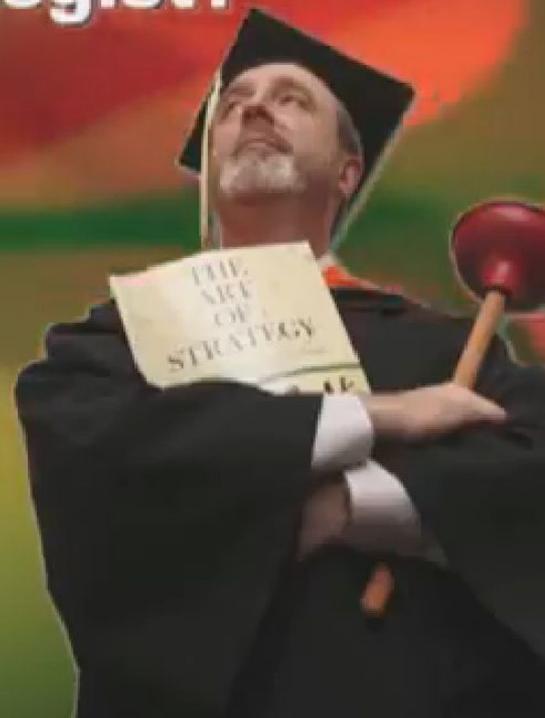
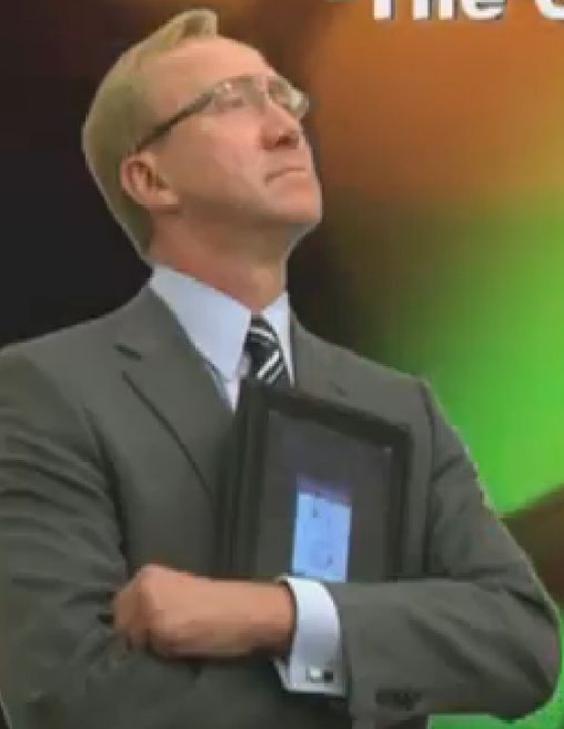
BRAD WHEELER

“The Strategist”

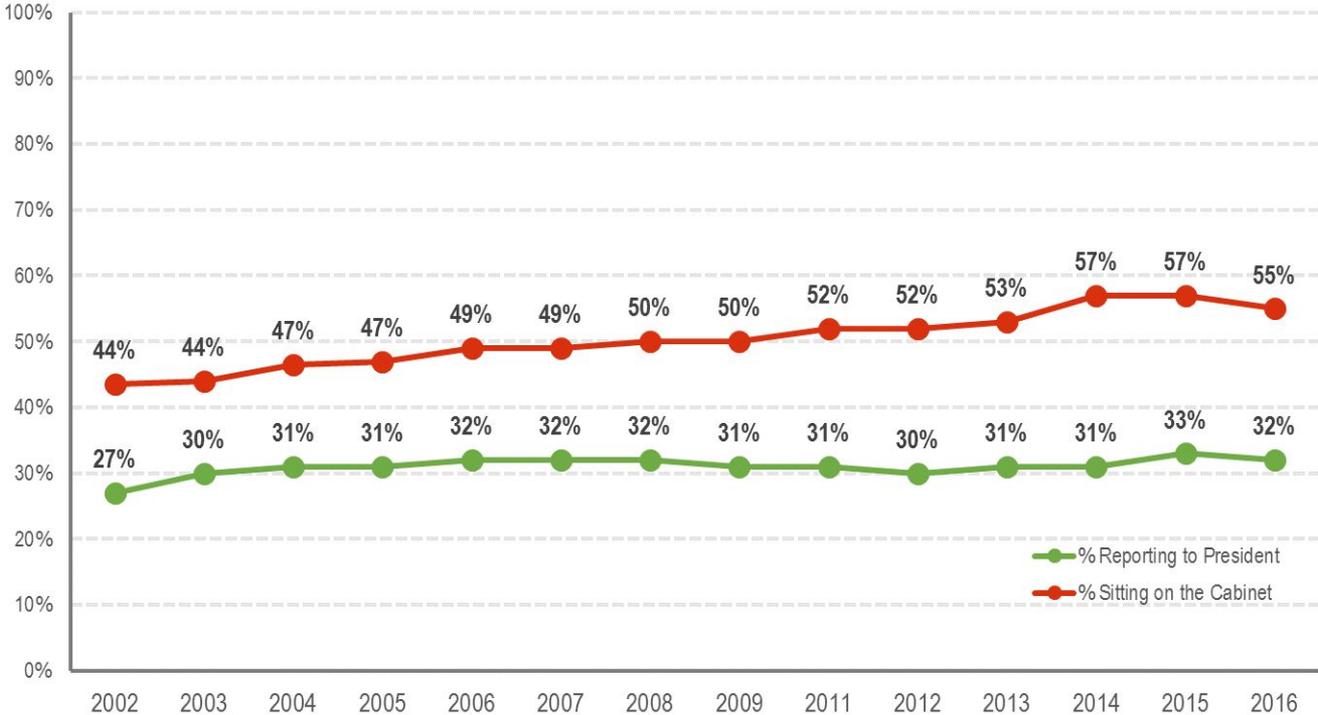
VS.

BRIAN VOSS

“The Plumber”



Sr. IT Leader Reporting to CEO - Sitting on Cabinet





In a recent study, in our American college presidents survey of college presidents, only 12% of presidents regarded institutional research and IT as the important areas of strategic development going forward, 12%.



Ted Mitchell, President of ACE



In the 2017 Campus Computing Survey, the percent of respondents who say that "senior academic leadership understands the strategic value of institutional investments in IT" declined by 10 percent from the previous year.



More Than a Lifeline

Technology can no longer be seen as a utility working in the background, writes John O'Brien. It's a strategic asset that's vital to every institution's success.

By **John O'Brien** // May 5, 2020

Over the course of days and weeks, higher education institutions around the world have moved with unparalleled speed and agility to serve students and work together in the shadow of a global pandemic. It's an open question whether the crisis cascading throughout higher education will persist until, or even through, the fall.

In fact, this uncertainty and the intense difficulties ahead may be the only thing everyone agrees on completely. As one exasperated colleague told me a few days ago, "My problems have problems."

3 COMMENTS 

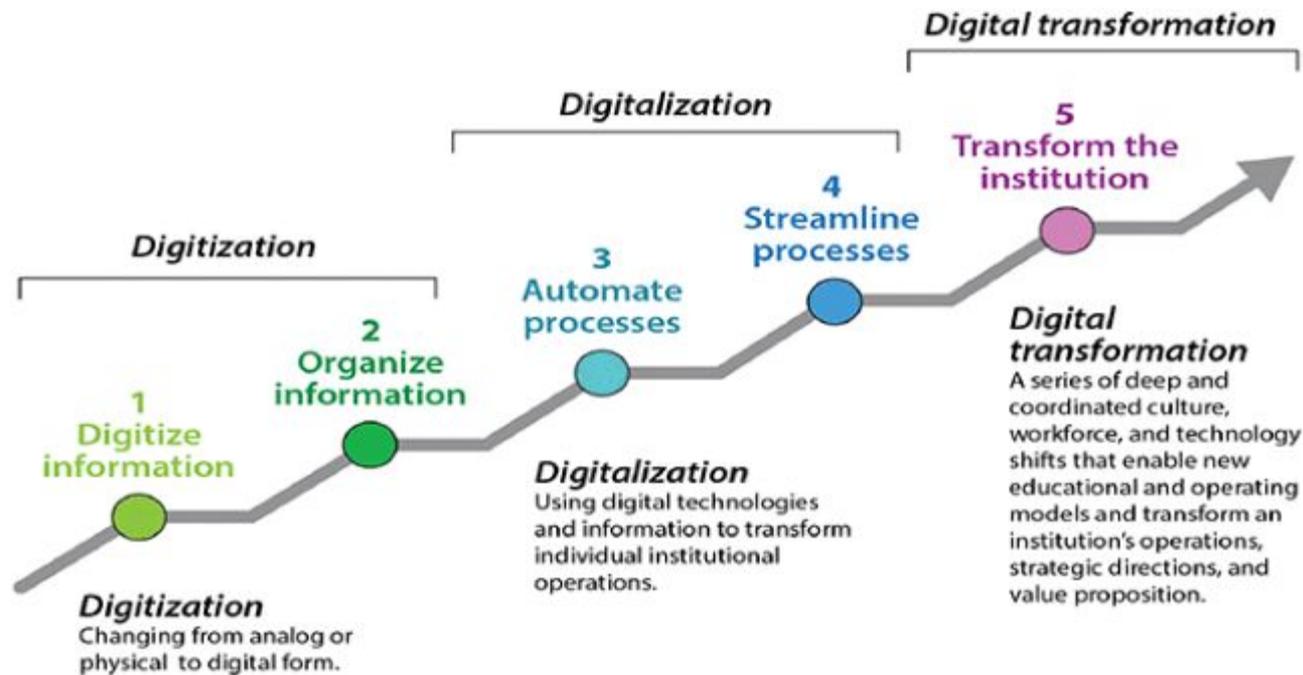


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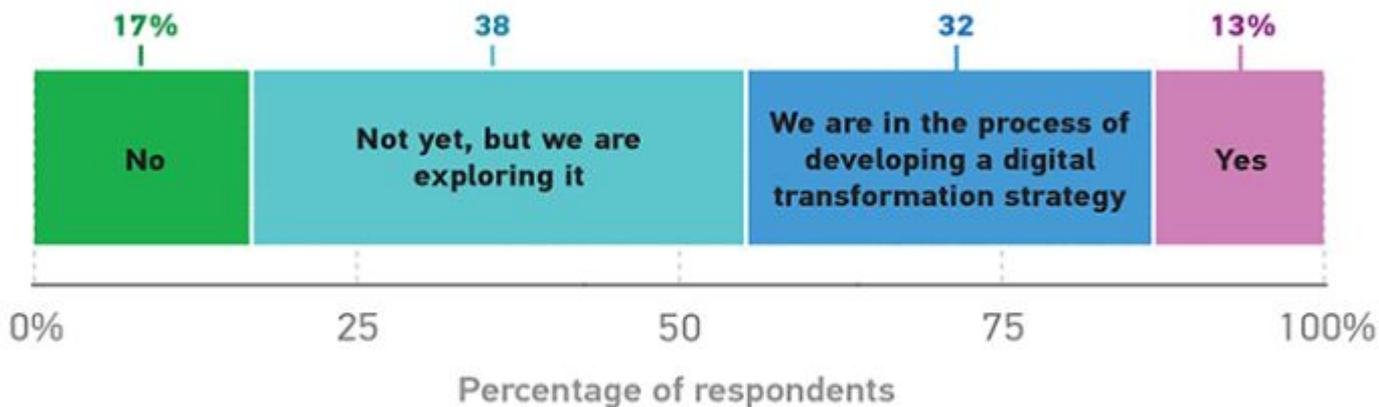
“Let’s all acknowledge the contribution of our technology experts now and honor them going forward by recognizing a critical reality that actually existed long before this crisis: technology is not a utility. It is not just a lifeline that got us through a tricky situation. It is a vital asset, a differentiating value and a path to achieving institutional goals and stability. Not just in the future but now, technology must increasingly be understood as an integral, strategic part of any successful college or university.”





Institutional Engagement in Dx

Only 1 in 10 say their institution is currently engaged in digital transformation, but most are exploring Dx or preparing a Dx strategy.



What about CIOs?
The rise of the “integrative CIO”
or “CIO+”



The End of the Gatekeeper

Why IT Matters to Higher Education
EDUCAUSEreview

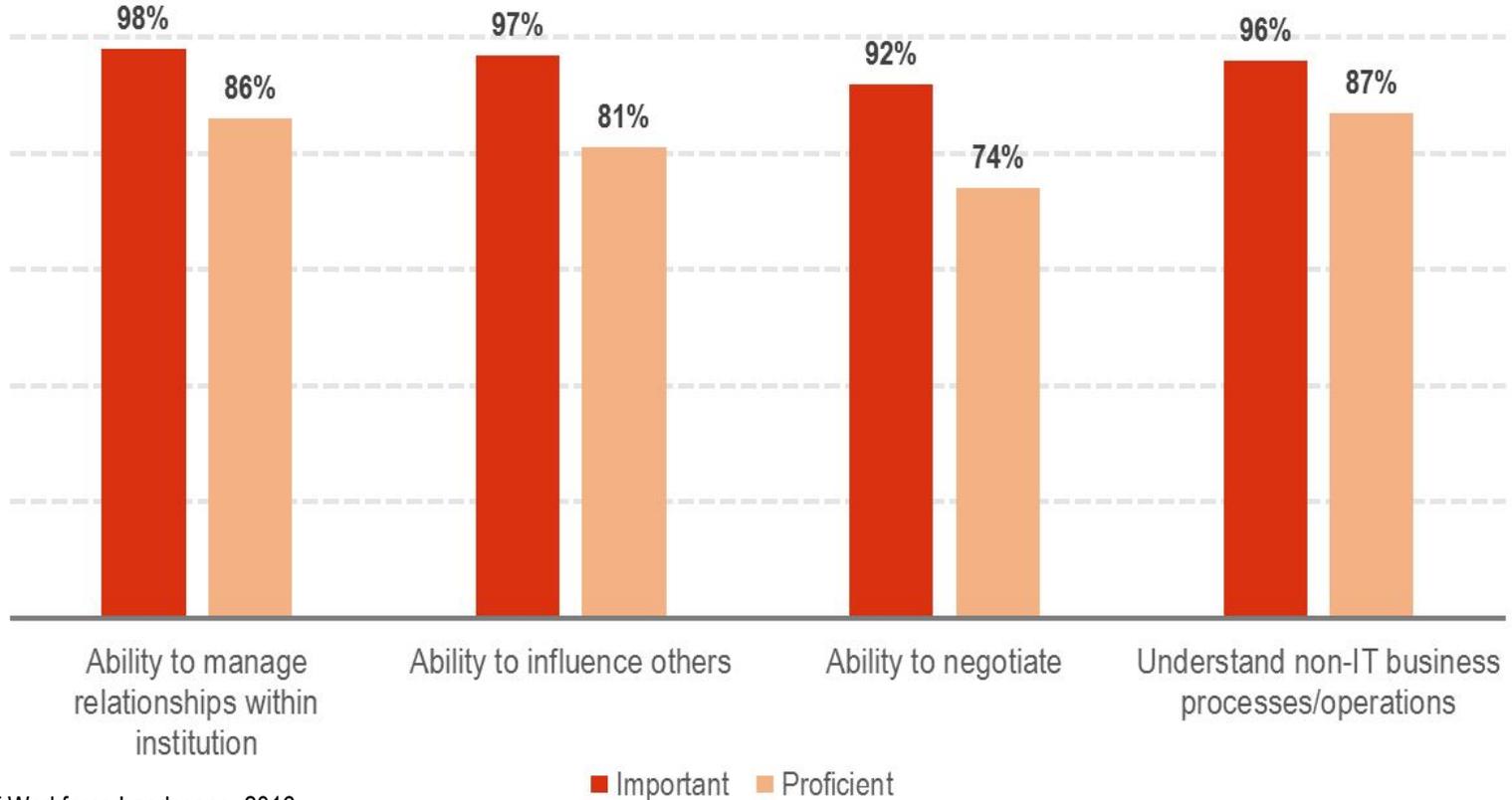
by **Joshua Singletary** ⌚ Monday, February 12, 2018

The role of IT departments has evolved to one that is increasingly defined by a simple concept: who has control. To be successful in the changing landscape of technologies and user needs, IT will need to become a partner rather than a gatekeeper.



<https://er.educause.edu/articles/2018/2/the-end-of-the-gatekeeper>

Ability Gap for CIOs

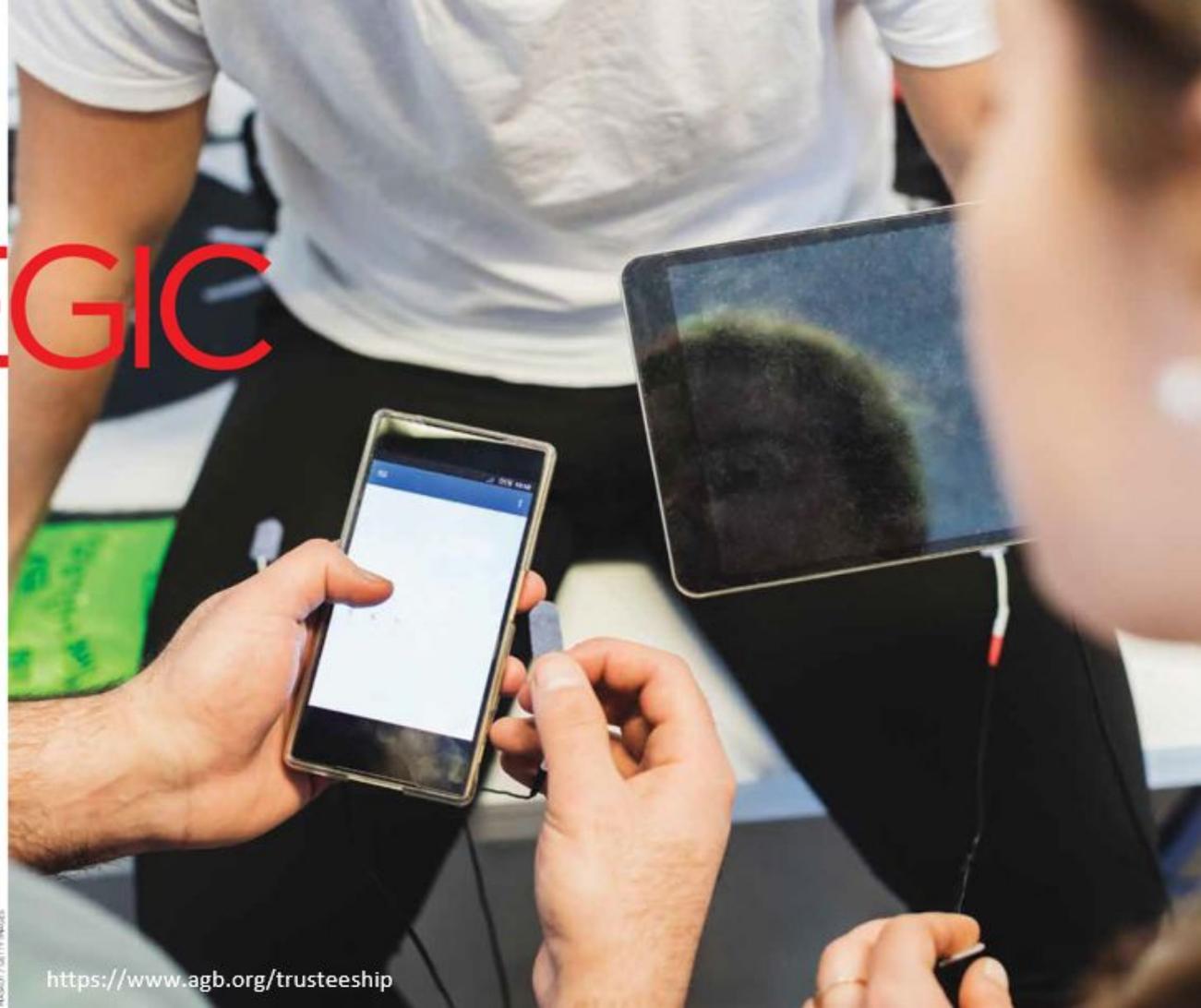


IT: THE NEW STRATEGIC IMPERATIVE

BY JOHN O'BRIEN

Campus technology is a strategic asset transforming our campuses. It's time for leadership to treat it that way.

I REGISTERED FOR COLLEGE classes so long ago that the most advanced technology I experienced amounted to state-of-the-art clipboards. Today, I occasionally look around in awe when I consider how nearly everything about the student experience at our colleges and universities has changed. For today's students, technology is everywhere, involved in everything we do—and yet we are still in the early years of an inexorable digital transformation. Just as home appliances that communicate with one another on our behalf are reshaping our domestic lives, so too are emerging technologies such as predictive analytics, artificial intelligence, and the internet of things transforming the student experience.



SHUTTER / GETTY IMAGES

<https://www.agb.org/trusteeship>

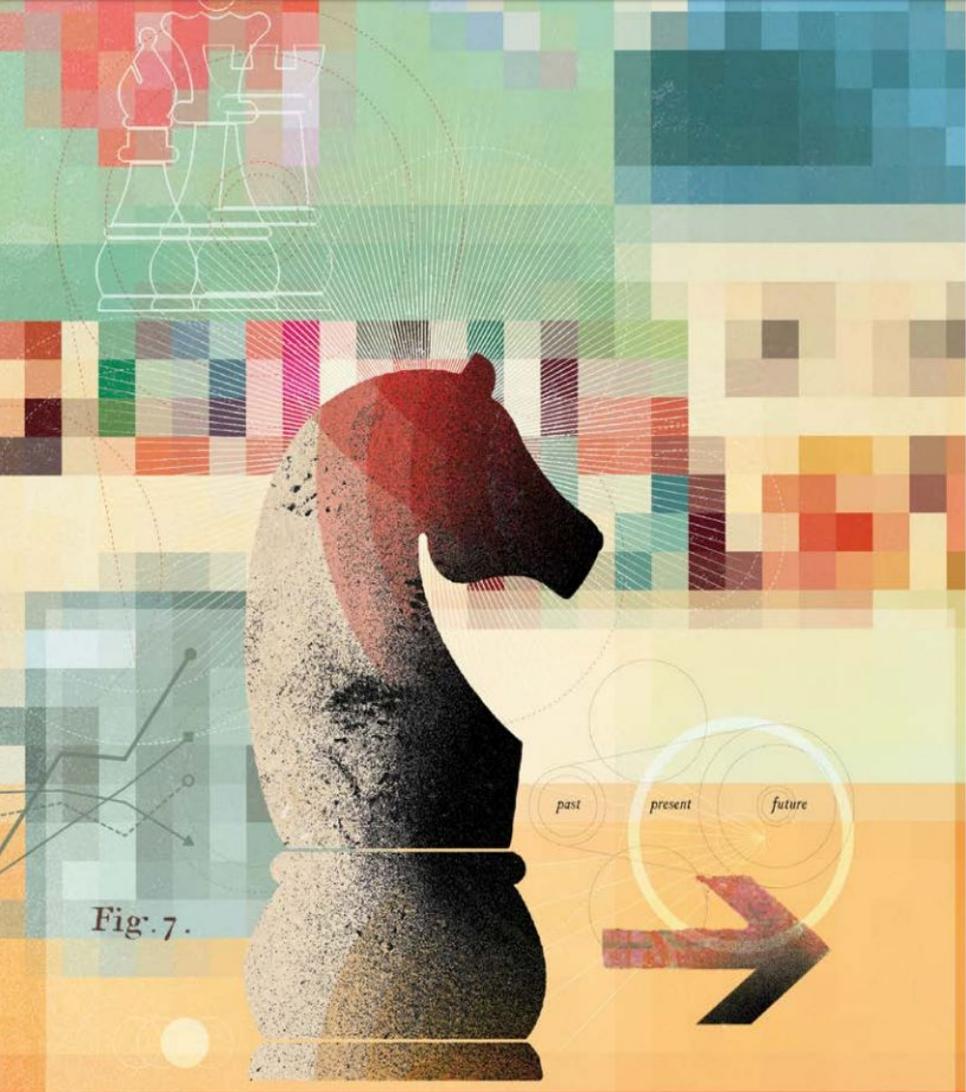


Fig. 7.

<https://er.educause.edu/articles/2018/10/strategic-it-what-got-us-here-wont-get-us-there>

Strategic IT What Got Us Here Won't Get Us There

By John O'Brien

In 2001, not long after the creation of EDUCAUSE itself, *EDUCAUSE Review* published “The Answer is Still Technology—Strategic Technology.”¹ In the article, Milton D. Glick makes the case for the strategic potential of technology, concluding that the real value “is not technology per se but the strategic use of technology.” Based on a small survey of provosts, the article includes a “report card” on the strategic use of technology, and the scores weren’t high. In fact, half the grades were Ds, and “teaching and learning” managed an “incomplete.” In so very many ways, this article expresses hopes, dreams, exasperations, and impatience that could just as easily be quoted in 2018. One theme—that “information technology must be at the table when key decisions . . . take place”—has been repeated every year since. In conclusion, Glick argued: “Traditional higher education may be at an inflection point”—suggesting that the move to more strategic IT will be dramatic. As we continue the 20th anniversary year of EDUCAUSE, now seems a perfect time to consider whether information technology is finally acknowledged (and used) as a strategic asset or whether this realization continues to be an elusive milestone following an anticipated inflection point that never happens.



Thank You

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