Building Stronger Collaboration Between IR and IT: What Got Us Here Won’t Get Us There

Christine Keller,
Executive Director & CEO
Association for Institutional Research

John O’Brien,
President and CEO, EDUCAUSE
Association for Institutional Research (AIR)

Worldwide association of higher education professionals

- 4500+ individual members
- 80% at institutions
- 24% at community colleges
... so that higher education institutions effectively use institutional research - data, information, and analysis for decision support - in a rapidly changing environment.
Isn’t Data Great?

I didn’t have any accurate numbers so I just made up this one.

Studies have shown that accurate numbers aren’t any more useful than the ones you make up.

How many studies showed that?

Eighty-seven.

You’re so Venn

You probably think this graph is about you. Don’t you? Don’t you?

km
Who We Are

EDUCAUSE is a nonprofit association whose mission is to advance higher education through the use of information technology.

What We Do

We help members...

- Build a Collaborative Network of Peers
- Make Informed Decisions
- Stay Informed on Topics, Issues and Trends in Higher Education
- Advance Knowledge and Careers
EDUCAUSE Membership

**Members By Organization Type**

- K-12
- Associations/Organizations
- State
- Other (tribal, music, etc.)
- Doctoral Research
- International
- Bachelors Granting
- Corporations
- Community and Associations/Organizations
- Masters Granting

**400+ Community, Technical, or Comprehensive Colleges**

**EDUCAUSE Five Year Plan**

**Personalized Member Experience**

- Members will experience a rich, interactive network connecting them to each other and to resources, support, and tools tailored to their individual and institutional needs. Their experience will increasingly reflect their roles, preferences, and the challenges they are trying to address at any given time.

**Goals:**

1. Members will have comprehensive access to services previously requiring separate subscription (ELI and ECAIR) enhancing the value of membership and enabling a new focus on personalization for all members.
2. Members will easily be able to personalize their EDUCAUSE experience, allowing them to discover, share, and build on resources individually and in communities.
3. Members will have access to cost-effective, trusted, on-demand support services to help them plan, deploy, and manage initiatives and services.
4. Members will see IT’s broad contribution to the institutional mission and impact reflected in EDUCAUSE domain-area content, programs, and services.

**Reimagined Professional Learning**

- Members will have access to an expanded, reimagined portfolio of professional development options, including personal assistance in exploring options for institutions and individuals.

**Goals:**

2.1 Members will be able to plan for and strategically address the leadership development needs of their teams through EDUCAUSE support and services.
2.2 Members will rely on EDUCAUSE learning resources to acquire the skills and training they need to meet the demands of their roles today and into the future.
2.3 Members will be able to design and manage their professional development over time through career pathways customized to their experiences and career aspirations.
2.4 Professional development programming will strengthen the leadership pipeline, including a deliberate focus on diversity and inclusion.

**Expanded Partnerships & Collaboration**

- Members will be better able to strengthen higher education ecosystems through IT with deeper connections across campus and among institutions and solution providers. EDUCAUSE, in turn, will expand purposeful, bidirectional partnerships with other associations and organizations.

**Goals:**

3.1 EDUCAUSE will rigorously and comprehensively promote stronger, more collaborative relationships between IT leaders and their institutions’ senior academic leaders and other C-suite executives.
3.2 Senior institutional leaders will have access to customized resources to help them realize efficiencies through technology, discover better practices, make strategic sourcing decisions, and demonstrate IT’s institutional value.
3.3 EDUCAUSE institutional members and solution providers will collaborate to ensure a broad array of relevant higher education technologies.
3.4 Together with our community, EDUCAUSE will promote collective action among academic and institutional members, partner associations, and EDUCAUSE staff and leadership to identify opportunities that span institutions and higher education, including diversity and inclusiveness.
Who We Serve

UNCOMMON THINKING FOR THE COMMON GOOD

Who We Serve

TEDUCAUSE

IT Leaders and Professionals

Academic Leaders

Campus Executives

Teaching and Learning
EDUCAUSE Review

<table>
<thead>
<tr>
<th>Channel</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Events</td>
<td>15,000 participate annually in online and face to face events</td>
</tr>
<tr>
<td>EDUCAUSE Review</td>
<td>22,000 copies circulated 6x/year</td>
</tr>
<tr>
<td>Online</td>
<td>“Student Success” “Personalized Learning”</td>
</tr>
<tr>
<td>EDUCAUSE Library</td>
<td>1,400,000 page views/year</td>
</tr>
<tr>
<td>Web site</td>
<td>800,000+ page views/year</td>
</tr>
<tr>
<td>Newsletters</td>
<td>74,000+ subscribers, quarterly to 40x/year</td>
</tr>
</tbody>
</table>

Plan for Today...and Tomorrow

- Listening & Learning
- Sharing
- Considering Future Possibilities
QUICK POLL

IT-IR collaboration on my campus is ...
A. Great to Fabulous
B. Good to Okay
C. Fair to Needs Work
Defining the Opportunity

What Got You Here Won’t Get You There

How Successful People Become Even More Successful!

MARSHALL GOLDSMITH

With MARK REITER

Read by Marshall Goldsmith
Data, data everywhere

IT is deployed everywhere, and I mean that literally. I struggle to think of corners of the global economy that have not been affected by digitization, and I can think of many that have been greatly transformed. I don’t think this

by Andrew McAfee
THE CRISIS IN HIGHER EDUCATION
- Huffington Post
Metaphors of Disconnectedness
Defining the Opportunity Continued…
Obstacles to Collaboration

BARK!!!

MEOW!!!
Obstacles to Collaboration

...for IT
Senior IT Leader on Cabinet?

EDUCAUSE CDS 2015 Data - 804 institutions participating
CIOs, do you...

Experience alignment among institutional leadership: **44%**

Experience effective IT governance: **32%**

Source: Today’s Higher Education IT Workforce, Jacqueline Bichsel, ECAR, January 2014
Institutions with Formal IT Governance Bodies...

- are more likely to involve others in decision making
- make better investment decisions
- have more support from leadership, faculty, and other stakeholders
- participate more in strategic planning and policy making

The Ability Gap for CIOs

<table>
<thead>
<tr>
<th>Ability</th>
<th>Important (%)</th>
<th>Proficient (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to manage other relationships within my institution</td>
<td>98%</td>
<td>85%</td>
</tr>
<tr>
<td>Ability to influence others</td>
<td>97%</td>
<td>82%</td>
</tr>
<tr>
<td>Ability to negotiate</td>
<td>96%</td>
<td>78%</td>
</tr>
<tr>
<td>Understanding non-IT business processes and operations</td>
<td>95%</td>
<td>85%</td>
</tr>
</tbody>
</table>

Source: Today’s Higher Education IT Workforce, Jacqueline Bichsel, ECAR, January 2014
The Ability Gap for the IT workforce

Responsibility for Information Security Practices

Many information security services are delivered by central IT units and other departments, highlighting that an institution-wide approach to information security involves multiple stakeholders.
## EDUCAUSE Digital Capabilities Benchmarking

<table>
<thead>
<tr>
<th>IT Governance</th>
<th>IT Risk Management</th>
<th>Analytics</th>
<th>Information Security</th>
<th>Student Success Technologies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication &amp; Participation</td>
<td>Acceptance</td>
<td>Data Efficacy</td>
<td>Asset Protection</td>
<td>Advising and Student Support</td>
</tr>
<tr>
<td>Process</td>
<td>Investment</td>
<td>Decision-Making Culture</td>
<td>Business Continuity</td>
<td>Collaboration &amp; Involvement</td>
</tr>
<tr>
<td>IT Investment</td>
<td>Leadership</td>
<td>Investment/ Resources</td>
<td>Policies</td>
<td>Information Systems</td>
</tr>
<tr>
<td>Strategic Alignment and Influence</td>
<td>Process and Management</td>
<td>IR Involvement</td>
<td>Security Services and Operations</td>
<td>Leadership and Governance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Policies</td>
<td>Systems Review</td>
<td>Process &amp; Policy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Technical Infrastructure</td>
<td></td>
<td>Student Success Analytics</td>
</tr>
</tbody>
</table>

## Student Success Technologies Index

<table>
<thead>
<tr>
<th>category</th>
<th>index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership and governance</td>
<td>3.9</td>
</tr>
<tr>
<td>Advising and student support</td>
<td>3.8</td>
</tr>
<tr>
<td>Collaboration and Involvement</td>
<td>3.7</td>
</tr>
<tr>
<td>Process and policy</td>
<td>4.0</td>
</tr>
<tr>
<td>Information systems</td>
<td>3.3</td>
</tr>
<tr>
<td>Student success analytics</td>
<td>3.4</td>
</tr>
</tbody>
</table>

Composite: 3.7
Analytic Index

IR involvement: 3.8
Technical infrastructure: 3.4
Policies: 3.5

Composite: 3.4

Data efficacy: 3.4
Decision-making culture: 3.4
Investment/resources: 2.9

EDUCAUSE

TECHNOLOGY-ENABLED ADVISING

Emerging tools and technologies help students make better-informed choices to reach their educational goals.

THE CHALLENGE

Students take too long to graduate or don’t graduate at all.

35% of students in bachelor’s programs and just 10% of students in associate’s programs graduate on time.

Challenge for Technology Assisted Advising

- Degree audit/progress tracking
- Advising center management
- Credit transfer/articulation system
- Academic early alerts
- Advising/case management tracking student interactions
- Education plan creation/tracking

Collaboration Required

Extent to which different campus entities were included in IPAS change-management efforts

- Central IT
- Advising
- Student affairs
- Registrar’s office
- Senior institutional leadership
- Institutional research
- Counseling
- Academic affairs
- Students
- Faculty
- Teaching and learning center
- Financial aid

Percentage of institutions
- Not at all
- To a small extent
- To a moderate extent
- To a great extent
Obstacles to Collaboration

...for IR
Reality Check

- 63% of IR offices interact with IT at least weekly
- 75% believe IT is responsive to IR
- 82% believe IR is responsive to IT
- 77% agree that IT & IR work well together
So glad we all agree.

Successful Collaborations, Common Goals

Data visualization

Access to data

Data reporting

Database changes
Think! Pair! Share!

Think
- Spend a couple of minutes and organize your thoughts (2 minutes)

Pair
- Turn to a colleague next to you and discuss (3 minutes)

Large Group Discussion
- Share ideas with the larger group (5 minutes)

- What is an example of a strong IT/IR collaboration on your campus?
- What are some key reasons why the collaboration is successful?
BEST PRACTICE

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Growing an IR and IT Garden

As I write this column, spring is almost here. A few buds are fighting the winter cold to start the blooming process, while others are waiting a little bit longer to sprout. The environment can affect the development of the fledgling seedlings, fostering growth or hampering development. Similarly, within every college/university campus, different interactions in the environmental landscape can define the connections between the Institutional Research (IR) and the Information Technology (IT) offices. These relationships may have been forged through the specialized language commonplace in each area, based on practical applications, and/or technical expertise. Or they may have resulted from shared reporting structures that can frame the lens shaping the interactions between the areas, just as sunlight and water are key complements to the growth of

UNCOMMON THINKING FOR THE COMMON GOOD
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Pre-Reqs for IR-IT Collaboration

- common data elements,
- informed analysis framed by the strategic issues,
- and advocacy for change and reform.

...build on a strong foundation of
- data governance,
- the professional development of both IT and IR professionals,
- and an institutional culture supporting continuous improvement and change.

“Greater collaboration between IT and IR can provide an institution’s leaders with a critical advantage in the form of timely and relevant analysis that lends new, previously unknown insights into old problems or new opportunities. Nothing can be more important for reforming higher education for the better.”

--Tim Chester

Emerging Take-Aways

- Project challenges unite IR-IT (e.g., ERP)
- Shared focus on common organizational goals, not differences
- Student success urgency inspires collaboration
- Build new processes, structures, relationships
- Leadership important to set tone, culture
- Quick wins create credibility and trust
Emerging Take-Aways

- Quality of relationships and alignment of purpose more important than org chart placement
  - “Ownership” obsessions destroy true collaboration
  - People matter most
  - Never underestimate the power of donuts

final thoughts
WHAT CAN WE DO AS HIGHER EDUCATION ASSOCIATIONS?

Learn more:
https://events.educause.edu/enterprise-it-summit/2018
Predictive Analytics Project

Partnership to understand how predictive analytics are used to facilitate student success work on campuses through a national survey.

Funded by Lumina Foundation.

EDUCAUSE and AIR have begun planning for an IT-IR joint task force.
Achieving the Dream

Data and Analytics Summit

#ATDSAS17
@AIR4Data
@EDUCAUSE

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