



# How IT Leaders Are Adapting to Remote Work

A Conversation with Peers

2 September 2021

- 1 Introduction
- 2 Discussion 1: Institutional Remote Work Policy and IT
- 3 Discussion 2: The Post-Pandemic IT Organization

# Toward a Post-Pandemic Campus Realignment

## Renewed Significance of Place



*A year of forced social distancing and online interaction highlights the value of place*

- Desire to return to old normal
- Revitalized efforts to prove value of the campus experience
- Return to issues set aside during pandemic
- Ongoing controversies about pace and scale of discontinuing pandemic measures

## Institutionalized Virtuality



*Successful virtual operations and benefits of working at home point toward a hybrid campus*

- Remote work reducing staff (and faculty?) campus presence
- New competition with private industry on lifestyle benefits
- Greater disparity in work arrangements across workforce
- Redesigned work spaces and protocols

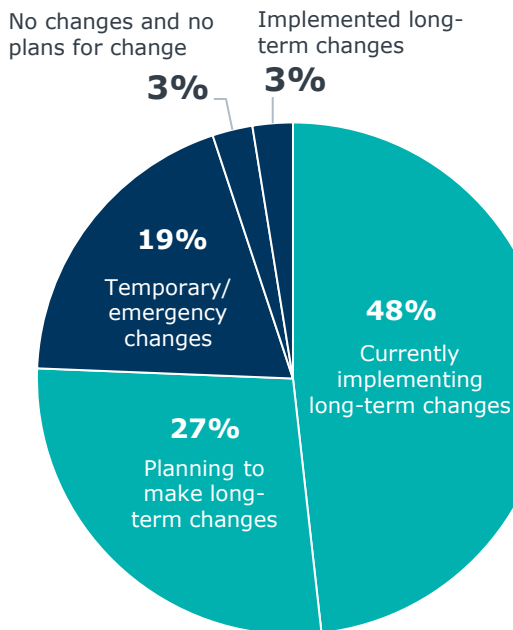
# It's Policy Development Season!

## Institutions Busily Planning and Implementing Remote Policy Changes

### Status of Remote Work Policy Changes

Responses as of June/July 2021

n=82



### EAB's Future of Work Pulse Survey

- Senior HR and other leaders with insight into institutional policy plans
- 82 respondents from USA, Canada, UK, and EU
- Results collected June-July 2021
- Questions on remote work policy status, anticipated changes in work modes, impact of remote work across different units, limits and decision rights regarding work at home
- Further details at EAB's Remote Work [Resource Center](#) for Education Leaders

1

Introduction

2

**Discussion 1: Institutional Remote  
Work Policy and IT**

3

Discussion 2: The Post-Pandemic IT Organization

# A Hybrid Workplace Emerges



## Remote Work Survey Results on Past and Future Work Arrangements

### Pre-Pandemic Work Arrangement Estimates



### Post-Pandemic Work Arrangement Estimates

86% Fully on-campus



29%

57% Fully on-campus

7% Hybrid



28%

35% Hybrid

7% Fully remote



~1%

8% Fully remote

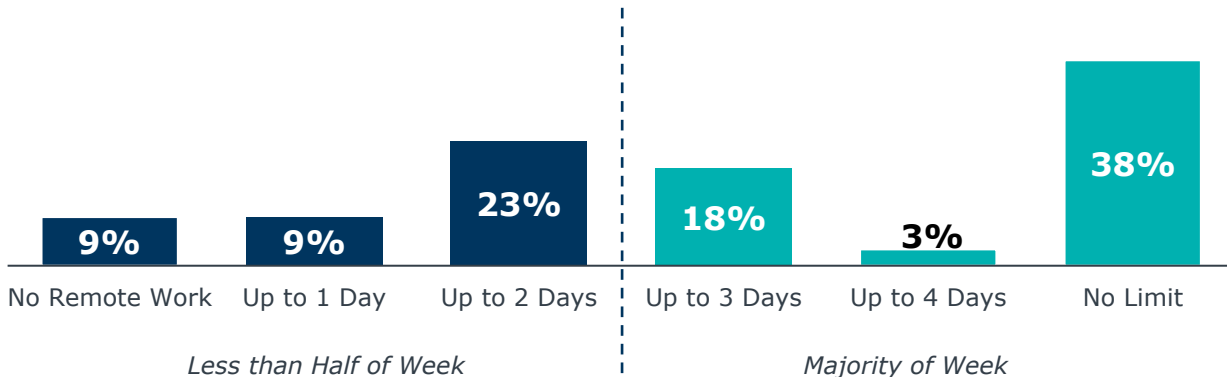
June/July 2021, n=82

# Generous Work from Home Limits Predominate



## Anticipated Weekly Remote Work Limits

June/July 2021, n=82



**59%**  
Institutions allowing a majority of the work week spent remote

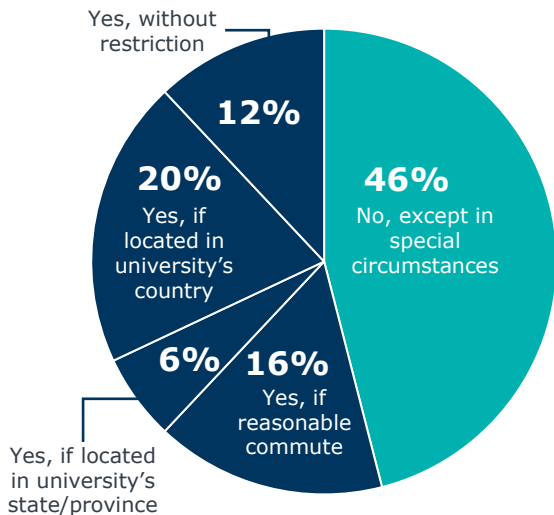
**>90%**  
Institutions allowing some level of remote work

# Remote Onboarding a Significant Hurdle

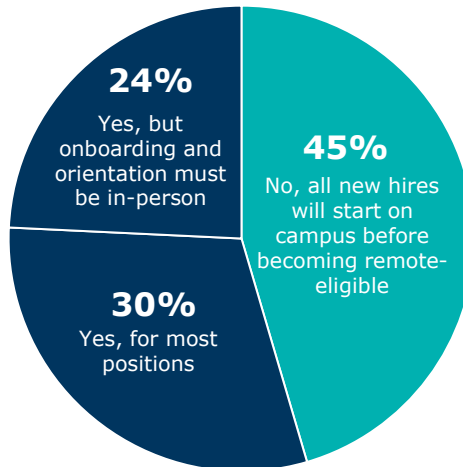


## Will Your Institution Hire a 100% Remote Non-Academic Employee Who Does Not Live Near the University?

*Responses as of June/July 2021*



## Will Your Institution Allow Eligible Non-Academic Staff to Work Remotely From the Date of Hire?



Source: EAB Remote Work Pulse Survey, June/July 2021.



# Poll 1

## IT Remote Work

*Which best describes work arrangements for the IT staff at your institution during fall 2021?*

- 1. All work full time on campus (perhaps a few exceptions)*
- 2. Most full time on campus, significant minority remote or hybrid*
- 3. Most remote or hybrid, significant minority full time on campus*
- 4. All working remote or hybrid (perhaps a few exceptions)*
- 5. Other/not yet determined*



*We'd love to hear about details from your campus in the Chat window.*

## Breakout Discussion: 15 Minutes

### Workforce Policy Issues

- Is there any misalignment between institutional work policies and your preferred approach for IT? How have you addressed that?
- Have you experienced increased competition for talent, internal or external? How are you addressing it?

# Poll Results: IT Goes Mostly Hybrid, but Some Are Campus-Bound

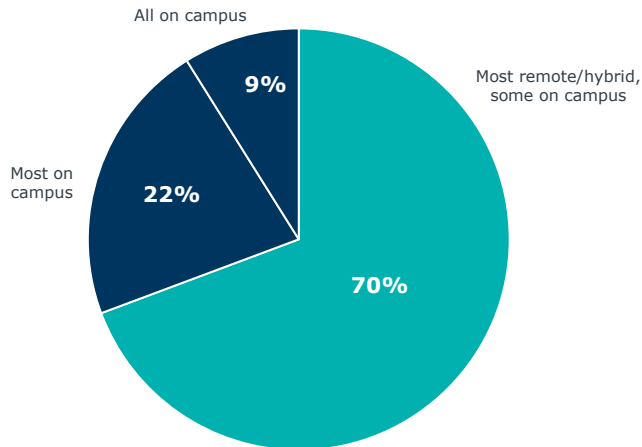


## Remote/Hybrid Options Emerge as Key Factor in Competition for IT Talent

### IT Staff Work Arrangements

Fall 2021

n=23



### Notes and Chat

- “Once we get past Covid, we expect predominant hybrid, many remote, and a few full time onsite.”
- “The president is really pressing face-to-face and staff return [to campus], and our IT division has really seen attrition and competition for talent.”
- “We lost a few people making 1.5X to 2.5X what they made with us and they don’t have to move.”
- “I’m looking at establishing pipelines for internships for students and for non-IT staff to transition into.”

- 1 Introduction
- 2 Hybrid Workforce Policy Issues
- 3 **The Post-Pandemic IT Organization**

## Poll 2

# IT Organization Priorities

*What is your TOP priority for the IT organization over the next academic year?*

- 1. Recover lost funding/resources*
- 2. Restore focus on issues de-prioritized during pandemic (e.g., governance, projects, enterprise architecture)*
- 3. Adapt policies & processes to new hybrid work modes*
- 4. IT staff development*
- 5. Other (describe in Chat)*



*We'd love to hear about details from your campus in the Chat window.*

## Discussion: 15 Minutes

### The Post-Pandemic IT Organization

- What barriers do you face addressing your top priorities in the next year?
- How will the skills and roles needed in your IT organization change post-pandemic?
- Are you planning or implementing any office space rearrangements related to remote work (e.g., hoteling, hotdesking, reconfigured meeting rooms)?

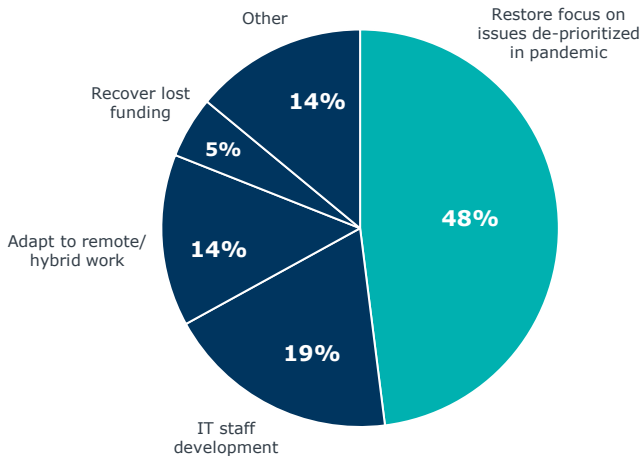
# Poll Results: A Return to Interrupted Agendas



## Top IT Priority

Fall 2021

n=21



## Notes and Chat

- “We paused a lot of the major strategic things so we could focus on response. I’m picking governance, IAM, ERP, and a new portal to get back up to speed.”
- “Our focus is on staff hiring, development, and retention.”
- “Professional development is not a cool-to-have. I can’t succeed unless I stay on the front edge.”
- “We’re creating some hoteling space, but not investing heavily since our office configuration is still in flux.”



Washington DC | Richmond | Birmingham | Minneapolis | New York

202-747-1000 | [eab.com](http://eab.com)