

# TOP 10

## ACADEMIC AFFAIRS

# issues

What **challenges** captured provosts' attention this year?

Each year, EAB asks academic affairs leaders to tell us about the challenges on their campuses. Based on those results, we identify the most pressing issues in order to execute actionable research studies. While provosts are intimately familiar with their own campuses' issues, they lack confirmation that they have identified all potential threats or that their perceived risks do in fact warrant urgent attention.

This infographic offers **an industry-wide perspective on the academic affairs concerns across institutions**, even for topics that will not be a focus in the upcoming EAB research cycle. Use it to:

- Understand how your own campus's challenges fit with industry-wide trends
- Identify looming challenges you may have not yet encountered
- Validate the need for investments in new projects and major undertakings

# 1

## Preparing for the Student of the Future

- What will the next-generation college student want from their academic experience in a world of increasing automation?
- How will evolving workforce demands and the rise of automation shape student enrollment interests and program choices?
- What can I do now to prepare my campus and my students for a world of rapid technological change?



# 92%

of academic affairs leaders are somewhat or very interested in understanding the student of the future

# 2

## Differentiating Faculty Career Tracks, Responsibilities, and Workloads to Advance Institutional Goals

- ▶ Do my existing faculty roles balance student success, research, and instructional goals?
- ▶ Will my current instructional workload practices remain financially sustainable in an era of declining enrollment?
- ▶ Should my institution revisit promotion and tenure requirements to allow specialization in teaching, research, and other roles?



# 47%

of academic affairs leaders indicated they have created new faculty roles in the past year or intend to do so in the next year

# 3

## Calibrating Institutional Budget Models

- ✓ How should we manage subvention for mission-critical units without becoming financially unsustainable?
- ✓ Does our current model create financial accountability for units, safeguard mission-critical activities, and advance strategic goals?
- ✓ How do I convince stakeholders to adopt needed changes, and how do I manage the transition to a new budget model?



# 50%

of CBOs are either neutral or not confident in their institution's financial outlook over the next 10 years

# 4

## Eliminating Academic and Administrative Pain Points Beyond the First Year

- ▶ What policies and administrative structures slow down students the most?
- ▶ Why are some academic programs causing more graduation delays for students than others?
- ▶ How can I respect student choice while encouraging timely degree completion?



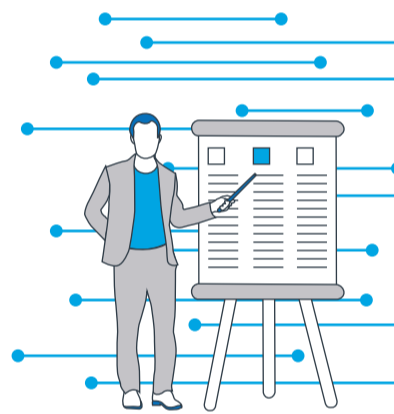
# 52%

of student attrition occurs after the first year, making the case for an investment in student success beyond the first year

# 5

## Scaling Tech-Enhanced, Student-Centered Teaching Innovations

- How can I encourage faculty to adopt innovations that will help differentiate my institution?
- How should I evaluate the potential effectiveness of new technology and teaching tools?
- What is the optimal organizational structure for instructional support, faculty development, and educational technology support for my institution?



# 48%

growth is predicted in the use of AI in US education by 2021 including individualized instruction, AI-based student support, and automation of administrative tasks

# 6

## Aligning Aid with Student Success Goals

- ▶ How can I best leverage financial aid to attract a diverse student body in an era of impending population decline?
- ▶ How should I rethink aid packages across the student lifecycle to promote persistence?
- ▶ Which of my current practices thwart student progress toward a degree?



# 55%

of students in an innovative scholarship recovery program regained their scholarship by the next year

# 7

## From "All Things to All People" Strategic Plans to Nimble Prioritization

- ✓ What cognitive biases do leaders fall victim to as they create strategic plans?
- ✓ Is my strategic plan truly forward-looking, or are we stuck trying to improve current structures that may not be relevant in the future?
- ✓ Is my strategic plan being driven by outdated or misaligned metrics that do not advance higher-level priorities?



# 35%

of academic affairs leaders stated they have started a strategic planning process in the past year or will do so in the next year

# 8

## Diversifying the Pipeline of Future Faculty

- Can I make changes to undergraduate education to encourage underrepresented students to seek a career in academia?
- How can my institution improve our Ph.D. programs to promote underrepresented student access and success?
- How should we reform faculty recruiting, hiring, and career advancement practices to promote diversity and inclusion?



# 76%

of faculty at degree-granting institutions are white while only 60% of the general US population is white

# 9

## New Models for Experiential, Thematic General Education

- ▶ Is my institution's general education framework meeting the personal and educational goals of my students?
- ▶ What are the most innovative, experiential general education frameworks across North America?
- ▶ How do I handle pushback from stakeholders across campus?



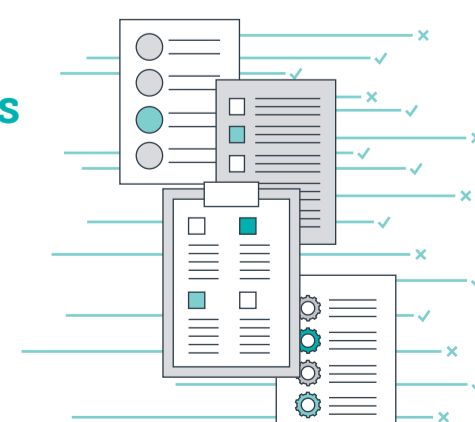
# 45%

of academic affairs leaders indicated they have redesigned their general education curriculum in the past year or plan to do so in the next year

# 10

## Creating and Managing a Portfolio of New Credential Models

- ✓ What effect will an increase in the number of credential-granting bodies (e.g., coding academies, short-term certificate providers, etc.) have on enrollments at my institution?
- ✓ How will current credential models advance or disrupt our current functions?
- ✓ How can I implement a sustainable review process for new credential offerings?



# 40K

students had enrolled and 1,200 students had completed Google's IT Support Professional Certificate within the first 5 months that it was made available

Note: Sources available upon request.



EAB

Academic Affairs Forum

Access tools and templates to guide your response to these challenges

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