

# Resilience

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# “Winds of Change”

- Financial stress
- Changing college experience
- Ongoing uncertainty

When everything is changing...

Make space for the unexpected.

Use both human and technical capabilities.

Sense and respond.

Time & Talent

What if your goal was to eliminate  
unnecessary effort?



# Administration

- **Overwhelmed**
- **Solution:** Bot + automated workflow
- **Results:**
  - Reduce time spent processing paperwork 70-80%
  - Accelerate turnaround time
  - Improve transparency
  - Improve compliance; reduce errors
  - Employees “untethered”



# Student Services

- **Too much information**
  - Students: 450 emails received from university in 3 months
  - Staff: During 6-week enrollment period 200,000 inquiries
- **Solution:** Chatbot
- **Results:**
  - 80% of questions answered by bot
  - Reduced “summer melt” by 22%
  - Students are more likely to ask questions and receive answers



# IT Operations

- **Duplication** of infrastructure or services
- **Solution:** Shared or consolidated systems in the cloud
- **Results:**
  - Reduced systems cost
  - Reduced labor costs of maintaining applications 10X
  - Savings re-invested:
    - Student advising and counseling
    - Disaster recovery
    - Improved security



# Advancement

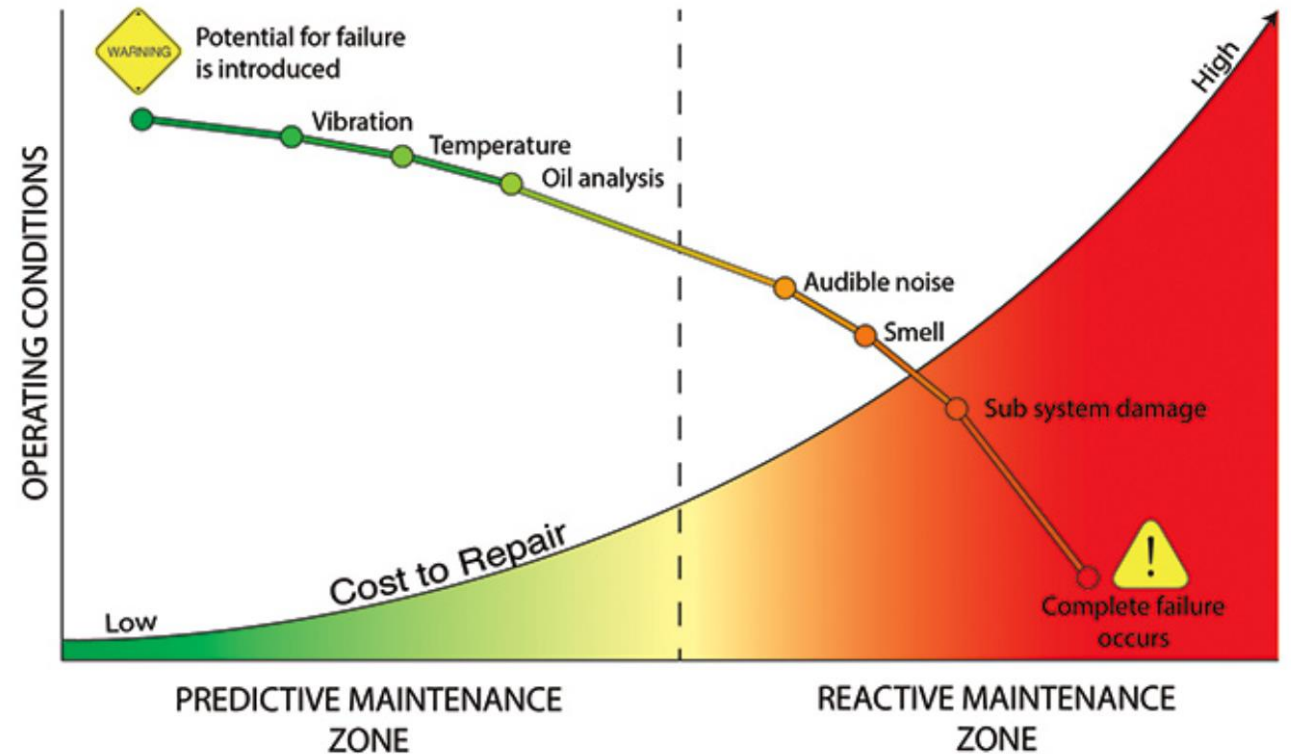
- Not enough time for people
- Solution: Texting; AI
- Results:
  - Fundraising from mobiles up 205% in 2019
  - 49% of mobile giving is in response to text links
  - For text messages:
    - Almost instantaneous opening of messages
    - 98% of messages are read
    - 90% are responded to in 90 seconds



Human & Technical

# Fault Detection and Diagnosis

- **Cost of facilities**
- **Solution:**
  - AI and IoT monitor device health
  - Automated work orders
- **Results:**
  - Reduce costs, downtime and improve carbon footprint
  - Enable remote monitoring (e.g., airflow to reduce virus)
  - Fix machines before they fail



*5 Key Metrics that Affect Operational Efficiency. Image credit: CVP*

# Student Retention and Graduation

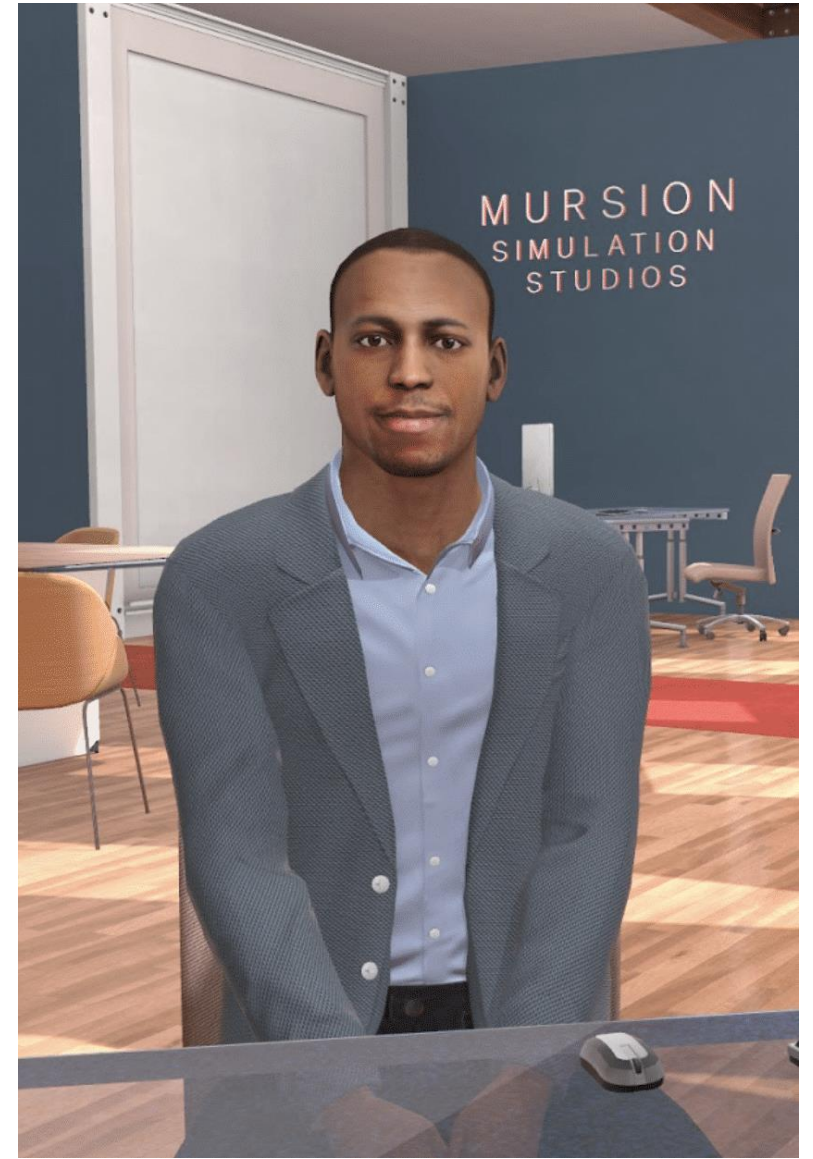
- Support for at-risk learners
- Solution:
  - Predictive analytics and 800 data-based alerts
  - Trained academic advisors
- Results:
  - Increased 6-year graduation rate by 23%
  - Accelerated graduation, saving students an estimated \$12M in tuition
  - Eliminated equity gaps





# Coaching and Practice

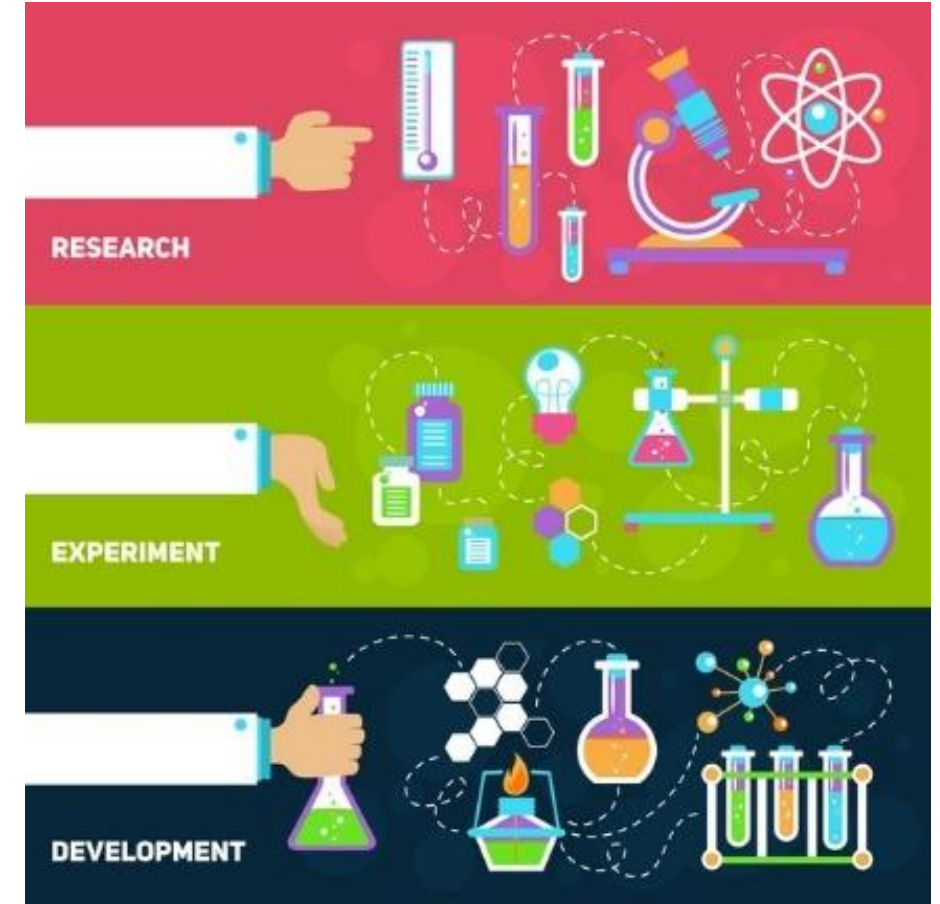
- **Soft-skill development**
- **Solution:** Human-in-the-loop simulation
  - Avatars are managed by simulation specialists
  - Practice, coach and replay
- **Results:**
  - More engaging than role-play
  - Better performance with just four 10-minute practice sessions
  - Realistic





# Research

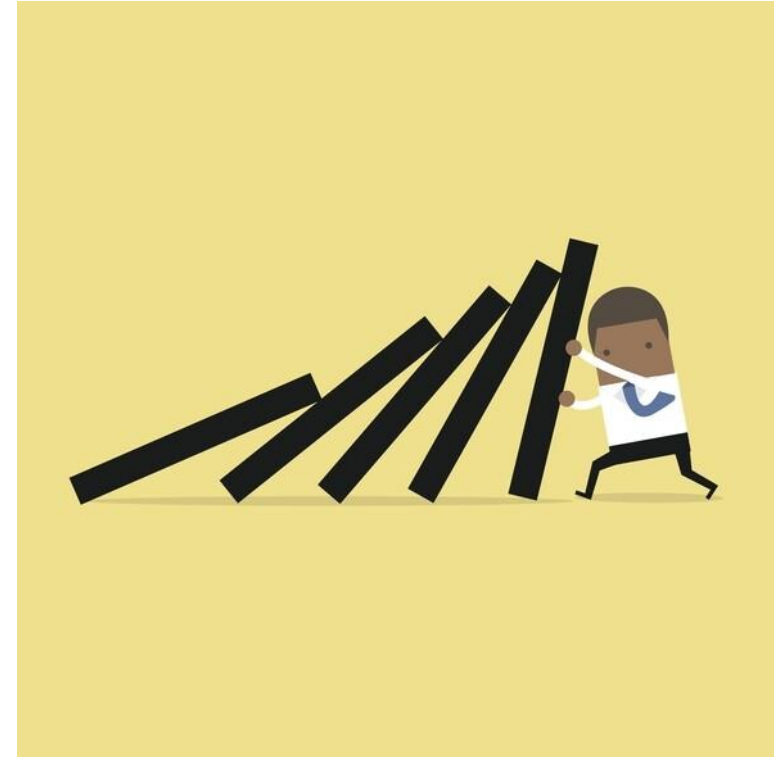
- Accelerate discovery
- Solution:
  - AI, machine learning and robots
  - Research, clinical trials, production processes
- Results:
  - Reduce time to identify disease targets
  - Speed identification of potential compounds
  - Cut costs and time-to-result for clinical trials



Sense & Respond

# Personal Resilience

- Cope with a crisis or thrive in your environment
- Solution:
  - Resilience training
- Results:
  - Skills are a source of resilience
  - Improved well-being and optimism
  - Competencies such as critical thinking, adaptability, self-awareness; reflective learning



# Engagement through Communication

- Prepare for the “next normal”
- Solution:
  - Context-sensitive texting
  - Combination of automated and human exchange
- Results:
  - 2-way communication
  - Direct students to resources with a clear “call to action”
  - “Pulse” students
  - Track data



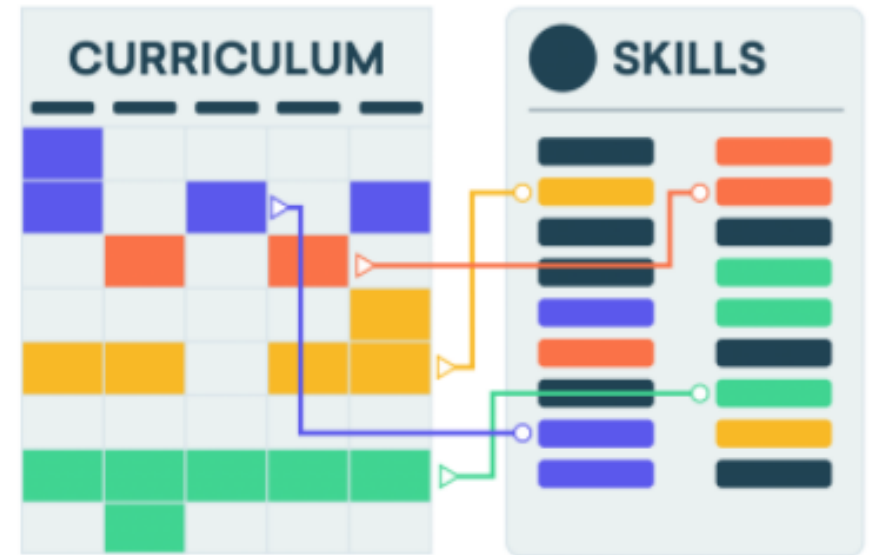
# Distraction & Action

- **Individuals act on incomplete information**
- **Solution:** Right information; right time
- **Results:**
  - Increase applications and admissions
  - Encourage interaction with advisors
  - Retain students
  - Encourage upskilling



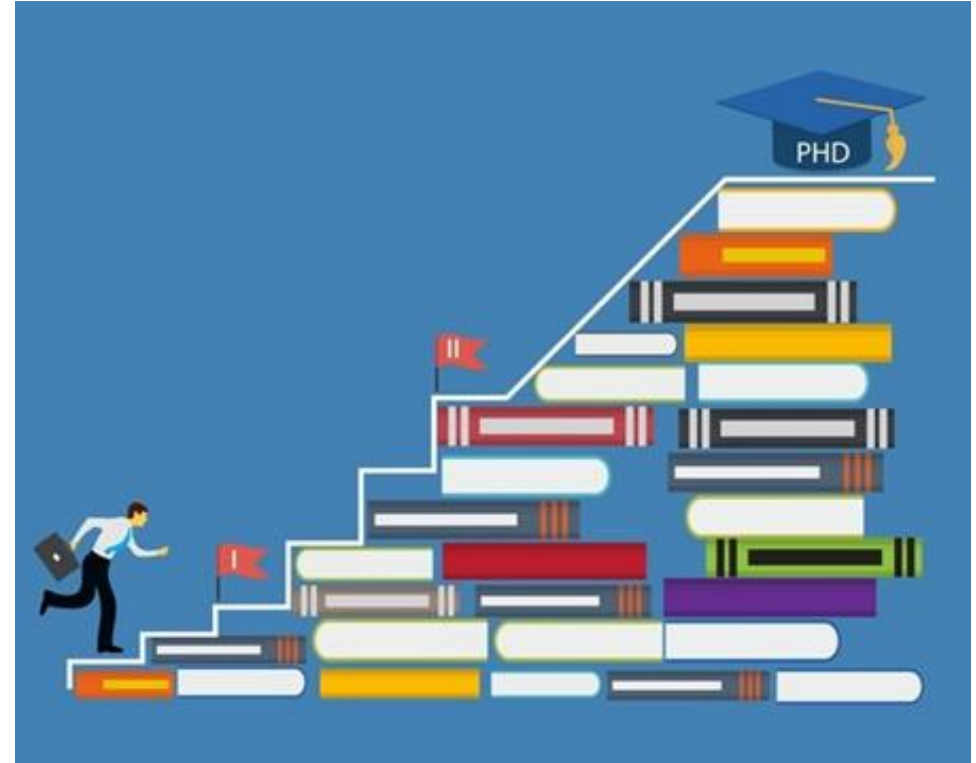
# “Skillify” the Curriculum

- Lack of common language for educators and employers
- Solution: Skills library
- Results:
  - Better align programs with market needs
  - Better market programs to students
  - Equip students to market themselves
  - Better engage employers



# Credentials Complement Degrees

- Credentials with value in the recovery
- Solution: Micro-credentials
- Results:
  - Unbundle and reassemble courses to create micro-credentials
  - Alternative to degrees or supplements to a degree
  - Alternative revenue source
  - Embed digital badges into degrees



If your goal was resilience rather  
than a return to normal, could  
you...



Think Differently

# Time & Talent

- Invest time to make time.
- Reduce **unnecessary** effort. **Smart machines** can share task hours.
- Simplification may be the best investment an institution can make to **free up time and talent for what matters most.**

# Human & Technical

- We can use human + “smart machine” capabilities to **change the way we work**.
- Digital skills, such as using **data** and **AI**, will impact all disciplines.
- Technology will not replace people. **People who use technology** may be more effective.

# Sense & Respond

- Develop competencies for **resilience**.
- Transform the college experience focusing on **need in addition to place**.
- Be versatile: **learn, adapt, combine, repeat**.

Be resilient!

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