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CETYS UNIVERSIDAD

Repository, COVID-19

DATE	SOURCE	AUTHOR	TITLE	TOPIC	KEYWORDS	ABSTRACT	LINK
May, 14	Times Higher Education	Timothy Devinney and Grahame Dowling	Is this the crisis higher education needs to have?	Opportunities of the crisis	Crisis, Opportunity, Pressures, Cross-subsidisation, Budgetary deficit, Long-term fixes.	For visionaries and risk takers, crisis represent opportunities for real, meaningful change. The Covid-19 pandemic represents an opportunity to undo many of the strategic mistakes universities and policymakers have made in the past.	https://www.timeshighereducation.com/features/crisis-higher-education-needs-have
May, 14	The Chronicle of Higher Education	Stan Yoshinobu	The Case Against Reopening.	Why colleges should not reopen their campuses in the fall.	Lower enrollment, Fall semester, Risks, Unsafe.	An in-person fall semester carries long-term risks that go far beyond budgets. Going virtual — and staying virtual until it's truly safe to reopen campuses — is how we can respond to a difficult set of circumstances in a way that best reflects our values and missions. It is the moral choice.	https://www.chronicle.com/article/The-Case-Against-Reopening/248785
May, 19	Inside Higher Ed	Robert J. Massa	Why colleges shouldn't cut tuition for online instruction during recent months (opinion).	Five reasons, why lowering tuition in the wake of COVID-19 is not a good idea and what I would. say. to those students who are demanding it.	Tuition, Lower enrollment, Fixed costs, Pressures, Scholarship, Financial aid.	Instead of reducing tuition for all when the cost of educating a student has not decreased, colleges and universities should be prepared to help individual students and their families who have suffered financially due to COVID-19.	https://www.insidehighered.com/views/2020/05/19/why-colleges-shouldnt-cut-tuition-online-instruction-during-recent-months-opinion
May, 20	Inside Higher Ed	Scott Jaschik	Survey results on '15 Fall Scenarios' suggest what students want.	Students opinion about the fall scenarios to those students who are demanding it.	Hybrid model, Students opinion, Survey.	Three scenarios -- holding in-person classes like before, offering classes so that some were in person and others online, and having three- to four-week block schedules (in person) -- appealed to a majority of undergraduates. One-third of students said they would transfer to another institution if their college only had online options.	https://www.insidehighered.com/admissions/article/2020/05/20/survey-results-15-fall-scenarios-suggest-what-students-want
May, 19	Inside Higher Ed	Patrick Weas	Reshaping Institutional Brand Value.	Reshaping Institutional Brand Valuesay. to those students who are demanding it.	Brand, Meaning, Empathy, Compassion, Authenticity, Plan.	As planning cycles begin across campuses nationwide, the focus on creating meaningful brand connections on all levels should become a priority. The more meaning a brand creates, the more valuable it becomes.	https://www.insidehighered.com/blogs/call-action-marketing-and-communications-higher-education/reshaping-institutional-brand-value
April, 27	Inside Higher Ed	Scott Jaschik	Will Parents Pay?	Some parents won't pay or are unsure about children enrolling online for the fall.	Survey, Tuition, Parents.	Many parents of high school seniors and current college students are skeptical of the quality of remote instruction offered by colleges. And some of these parents would not send their children to college in the fall if instruction is online.	https://www.insidehighered.com/admissions/article/2020/04/27/some-parents-wont-pay-or-are-unsure-about-children-enrolling-online
May, 03	The Chronicle of Higher Education	Paul N. Friga	How to Address the Elephant in the Room: Academic Costs.	Academic Costs.	Cuts, Academic Spending, Prioritization, Data.	This crisis may change the paradigm, at least at some universities,including reversing spend trends. How can you find the right areas to target for more or fewer cuts? By using data.	https://www.chronicle.com/article/How-to-Address-the-Elephant-in/248692

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April, 01	Inside Higher Ed	John Kroger	Advice for University Leaders.	Five Elements of the Emergency Finance Plan.	Long term fixes, Financial challenges, Fall semester, Plan.	Five Elements of the Emergency Finance Plan: form an emergency financial planning committee, modeling the potential impact of the crisis, the emergency financial planning committee must immediately plan for emergency draws on their endowment, institutions need to limit all future cash outlays, and each institution needs a political strategy.	https://www.insidehighered.com/blogs/leadership-higher-education/advice-university-leaders%E2%80%A6
March	Mckinsey & Company	Pablo Illanes, Jonathan Law, Ana Mendy, Saurabh Sanghvi, and Jimmy Sarakatsannis	Coronavirus and the campus, How can US higher education organize to respond.	Nerve Center.	Nerve center, Discover, Decide, Design, Deliver, Plan.	The goal is to create an organization that can ensure safety and keep essential operations going, while establishing more effective and strategic decision-making systems for the future.	https://www.mckinsey.com/industries/public-sector/our-insights/coronavirus-and-the-campus-how-can-us-higher-education-organize-to-respond
April, 22	SNHU Communications	SNHU Communications	Southern New Hampshire University Sets Out to Reimagine Campus-Based Learning, Offers Full Tuition Scholarships for Incoming Freshmen.	Southern New Hampshire University Sets Out to Reimagine Campus-Based Learning, Offers Full Tuition Scholarships for Incoming Freshmen.	Tuition, Scholarship, Affordable, Plan.	SNHU announced today its plans to redefine and reimagine the traditional campus-based learning model to bring more affordable, flexible, and accessible degree pathways to students and families.	https://www.snhu.edu/about-us/newsroom/2020/04/full-tuition-scholarships-for-incoming-freshmen
March, 29	Forbes	Paul LeBlanc	For Higher Education, Nothing Matters More Than September.	Fall semester.	Fall semester.	Higher education can get through the crisis. But if campuses are ordered to remain closed for September, the higher education landscape in America will be forever altered.	https://www.forbes.com/sites/paulleblanc/2020/03/29/for-higher-education-nothing-matters-more-than-september/#1cfea02e538b
May, 14	Inside Higher Ed	Doug Lederman	How campuses might make the best of an undesirable virtual fall.	Fall semester online.	Fall semester, Flipped classroom, Asynchronous discussions, Digital labs.	Institutional leaders need to find a way to convey a vision for the fall semester that increases student enthusiasm, deepens faculty loyalty, and galvanizes support staff.	https://www.insidehighered.com/news/2020/05/14/how-campus-es-might-make-best-undesirable-virtual-fall
April, 13	Inside Higher Ed	Greta Anderson	Students say online classes aren't what they paid for.	Students say online classes aren't what they paid for.	Students, Tuition, Refunds.	College students say the online instruction they're getting in the wake of the coronavirus pandemic is not the education for which they paid. Some students plan to withhold tuition payments; others are demanding partial tuition refunds.	https://www.insidehighered.com/news/2020/04/13/students-say-online-classes-arent-what-they-paid
April, 23	American Council on Education	Jonathan M. Turk, Maria Claudia Soler, and Darsella Vigil	College and University Presidents Respond COVID-19: April 2020 Survey.	College and University Presidents Respond COVID-19: April 2020 Survey.	Survey, Presidents, Financial impact, Remote learning, Student mental health.	In early April, ACE fielded the first of 12 monthly Pulse Point surveys to gather presidents' insights and experiences with COVID-19 and its effects on their institutions and the larger higher education landscape. In this first survey, 192 presidents* shared their most pressing concerns and assessed their institution's capacity and needs on prominent COVID-19 issues, including financial impact, remote learning, and student mental health.	https://www.acenet.edu/Research-Insights/Pages/Senior-Leaders/College-and-University-Presidents-Respond-to-COVID-19-April-2020.aspx

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April, 20	The Chronicle of Higher Education	Paul N. Friga	Under Covid-19, University Budgets Like We've Never Seen Before.	University Budgets.	Financial impact, Plan.	Three steps for managing your budget process and data and for creating a plan that will guide your institution through one of the most challenging years ever to hit higher education. Step 1: Conduct Scenario Planning. Step 2: Develop Assumptions. Step 3: Launch Actions.	https://www.chronicle.com/article/Under-Covid-19-University/248574
April, 14	Inside Higher Ed	Mohamed Abdel-Kader	Colleges should develop more virtual exchange programs to maintain and increase global education (opinion).	Virtual Exchange Programs.	New norm, Virtual exchange program.	Education leaders face the daunting task of establishing a digital learning environment where the effect of this pandemic on their students' learning is as minimal as possible.	https://www.insidehighered.com/print/views/2020/04/14/colleges-should-develop-more-virtual-exchange-programs-maintain-and-increase-global
April, 10	The Chronicle of Higher Education	Joan Wong	How Will the Pandemic Change Higher Education?	Professors, administrators, and staff on what the coronavirus will leave in its wake.	Cut costs, Disruption, Opportunities, Professors, Administrators, Staff.	Colleges will cut costs and scale back risky growth strategies. We can replicate online the vibrancy of campus life. The managers won't save us. We must reimagine what community looks like after fundamental disruption. Mega-universities will do well. The rest may struggle. This crisis demands that colleges step back from selfabsorption. Grades are stupid. We should take this opportunity to get rid of them for good...	https://www.forbes.com/sites/forbestechcouncil/2020/05/08/how-the-pandemic-could-for-ever-change-higher-education/#62a1e9957b93
March, 31	The Chronicle of Higher Education	Richard Staisloff	The Bailout Is Just the Start: Why Higher Ed Needs to Build a Sustainable Model.	Why Higher Ed Needs to Build a Sustainable Model.	Cost structures, Sustainability, Business model, Long term.	In the short term, aid from federal, state, and local sources can certainly ease the immediate fiscal pain caused by Covid-19. Relying on bailouts alone, however, avoids the truly hard work necessary to create a sustainable shared vision for the long term.	https://www.chronicle.com/article/The-Bailout-Is-Just-the-Start-/248393
May, 17	Inside Higher Ed	Edward J. Maloney and Joshua Kim	Contextualizing the 15 Fall Scenarios.	Contextualizing the 15 Fall Scenarios.	Fall semester, Scenarios, Students.	COVID-19 has shown that while all colleges and universities share many common traits, each has unique challenges and affordances based on a myriad of factors, from the financial to the geographic to the makeup of their community to the institutional structures and governance.	https://www.insidehighered.com/blogs/learning-innovation/contextualizing-15-fall-scenarios
May, 19	Inside Higher Ed	Lilah Burke	Fall to Be Online After Thanksgiving at Several Institutions.	Fall to Be Online After Thanksgiving at Several Institutions.	Fall semester, Scenarios.	Four universities are now publicly preparing for a fall semester that begins in person and then switches to remote instruction and assessment after Thanksgiving break. Officials at these institutions say that choice is motivated by the belief that a resurgence in the new coronavirus is most likely near the end of the term.	https://www.insidehighered.com/quicktakes/2020/05/19/fall-be-online-after-thanksgiving-several-institutions

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May, 20	Inside Higher Ed	Ray Schroeder	Changing Market for Postsecondary Education.	Changing Market for Postsecondary Education.	Upskilling, Students, Life-long Learning.	Our success in higher education hinges on our recognizing and responding to those career needs by providing relevant new career paths for new students and upskilling career-advancing paths for returning learners.	https://www.insidehighered.com/digital-learning/blogs/online-trending-now/changing-market-postsecondary-education
May, 11	New York Magazine	James D. Walsh	How Covid Will Disrupt Future Colleges & Universities.	The Coming Disruption Scott Galloway predicts a handful of elite cyborg universities will soon monopolize higher education.	Partnerships, Elite universities, Tech.	According to Galloway, these partnerships will allow universities to expand enrollment dramatically by offering hybrid online-offline degrees, the affordability and value of which will seismically alter the landscape of higher education.	https://nymag.com/intelligencer/2020/05/scott-galloway-future-of-college.html
March, 27	EDUCAUSE review	Charles Hodges, Stephanie Moore, Barb Locke, Torrey Trust and Aaron Bond	The Difference Between Emergency Remote Teaching and Online Learning.	The Difference Between Emergency Remote Teaching and Online Learning.	Remote Teaching, Online Learning.	Well-planned online learning experiences are meaningfully different from courses offered online in response to a crisis or disaster. Colleges and universities working to maintain instruction during the COVID-19 pandemic should understand those differences when evaluating this emergency remote teaching.	https://er.educause.edu/articles/2020/3/the-difference-between-emergency-remote-teaching-and-online-learning
May, 31	Harvard Business Review	Vijay Govindarajan and Anup Srivastava.	What the Shift to Virtual Learning Could Mean for the Future of Higher Ed.	What the Shift to Virtual Learning Could Mean for the Future of Higher Ed.	Remote teaching, Hybrid model.	As this crisis-driven experiment launches, we should be collecting data and paying attention to the following three questions about higher education's business model and the accessibility of quality college education: Do students really need a four-year residential experience?, What improvements are required in IT infrastructure to make it more suitable for online education?, What training efforts are required for faculty and students to facilitate changes in mindsets and behaviors?	https://hbr.org/2020/03/what-the-shift-to-virtual-learning-could-mean-for-the-future-of-higher-ed
April, 01	Inside Higher Ed	Joshua Kim	Teaching and Learning after COVID-19.	Teaching and Learning after COVID-19.	Partnerships, Remote teaching, Learning.	Three predictions for how our post-pandemic pedagogy will be altered across the higher ed ecosystem: Prediction No. 1: Blended Learning Will Dramatically Increase, Prediction No. 2: Online Education Will Be a Strategic Priority at Every Institution and Prediction No. 3: Existing and Potential OPM Partnerships Will Be Rethought.	https://www.insidehighered.com/digital-learning/blogs/learning-innovation/teaching-and-learning-after-covid-19

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April, 01	Inside Higher Ed	Doug Lederman	Preparing (quietly) for a fall semester without in-person instruction.	Preparing (quietly) for a fall semester without in-person instruction.	Fall semester, Remote teaching, Virtual summer.	Questions about how things will unfold if in-person instruction is either prohibited or inadvisable come fall.	https://www.insidehighered.com/digital-learning/article/2020/04/01/preparing-quietly-fall-semester-without-person-instruction
April, 09	World Bank Group	World Bank Group	The COVID-19 Crisis Response: Supporting tertiary education for continuity, adaptation, and innovation.	Supporting tertiary education for continuity, adaptation, and innovation.	Long term, Challenges, Equity, Plan, Courses, Research, Online Learning.	While leading their tertiary education systems into the post-crisis world, policy makers and practitioners alike will need to focus their efforts on the most vulnerable students and ensure that teaching and learning solutions, technological set-up, infrastructure investments and funding modalities are geared towards keeping these students engaged and connected and support their learning process and outcomes.	http://pubdocs.worldbank.org/en/621991586463915490/WB-Tertiary-Ed-and-Covid-19-Crisis-for-public-use-April-9.pdf
April, 13	Edify	Elie Levine	Boston University Coronavirus Plan Includes Possible January 2021 Reopening.	Boston University Coronavirus Plan Includes Possible January 2021 Reopening.	Plan, Reopening, Virtual summer.	The plan recognizes that the beginning of the fall term may have to be delayed, and that a January reopening might be necessary.	https://www.wbur.org/edify/2020/04/11/bu-coronavirus-2021-possible-reopening
April, 22	The Chronicle of Higher Education	Scott Carlson and James F. Galbally Jr.	How to Recognize the Warning Signs of a Death Spiral — and How Colleges Can Avoid One.	Warning Signs of a Death Spiral and How Colleges Can Avoid One.	Cost structures, Long term, Crisis, Academic spending, Prioritization.	Clearly, many people have a picture of the kind of institution that might be in trouble right now: small, underendowed, rurally situated colleges with substantial tuition discounting and a high reliance on international students. What follows is a series of additional financial warning signs — characteristics, actions, or moments that can be easy to overlook but should prompt a college's leaders to sit up and take notice.	https://www.chronicle.com/article/How-to-Recognize-the-Warning/248612
April, 14	Inside Higher Ed	Jason E. Lane	6 Domains of Knowledge for College Leaders During Crisis Times	Advice for how college leaders can best respond during time of crisis.	Opinion, Leaders, Crisis, Advice.	No. 1: Know yourself. No. 2: Know your skills. No. 3: Know your team. No. 4: Know your students. No. 5: Know your institution. No. 6: Know your context.	https://www.insidehighered.com/advice/2020/04/14/advice-how-college-leaders-can-best-respond-during-times-crisis-opinion

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April, 02	QS Quacquarelli Symonds	QS Quacquarelli Symonds	The Impact of Coronavirus on Global Higher Education.	The Impact of Coronavirus on Global Higher Education.	New normal, Students, Survey, Tech, Remote teaching.	Exclusive QS survey data reveals how prospective international students and higher education institutions are responding to this global health emergency. While these are uncertain times, universities can continuously strive to deliver high quality teaching and consistent communication to students. To do so, it's imperative that institutions listen to students' needs and concerns and leverage the latest technological tools.	http://info.qs.com/rs/335-VIN-535/images/The-Impact-of-the-Coronavirus-on-Global-Higher-Education.pdf
March, 25	Inside Higher Ed	Emma Whitford	College leaders chip away at growing list of urgent coronavirus response tasks.	Urgent coronavirus response tasks.	Remote teaching, Prioritization, Financial Aid, Students.	"Urgent" matters, are decisions leadership teams have to make within hours or days, such as determining where students will ride out the remainder of the semester, migrating classes online managing staff and payroll, and monitoring liquidity. "Important" decisions, relegated to tomorrow or coming weeks, include refunding room and board costs, planning for summer terms, nailing down fall enrollments and hiring for open faculty and administrative positions.	https://www.insidehighered.com/news/2020/03/25/college-leaders-chip-away-growing-list-urgent-coronavirus-response-tasks
March, 28	University World News	Michaela Martin and Uliana Furiv	COVID-19 shows the need to make learning more flexible.	COVID-19 shows the need to make learning more flexible.	Flexible, Plan, Survey.	Higher education institutions that have been traditionally more flexible in their admission process and the provision of diverse education delivery modes and effective information and guidance systems are better equipped to respond to the crisis.	https://www.universityworldnews.com/post.php?story=20200324115802272
2019	Campbell & Company	Campbell & Company	ENGAGE ALUMNI ONLINE: 8 STRATEGIES TO BOOST YOUR EFFORTS AND ROI.	ENGAGE ALUMNI ONLINE: 8 STRATEGIES TO BOOST YOUR EFFORTS AND ROI.	Strategy, Plan, Alumni.	In this strategy sheet, our Online Fundraising and Higher Education teams detailed eight ways your institution can develop closer bonds with alumni, boosting your ROI and setting the stage for robust long-term fundraising.	https://www.campbellcompany.com/news/online-alumni-engagement-strategies
May, 27	The Chronicle of Higher Education	Paul N. Friga	Why Colleges Should Plan for an Exclusively Online Fall.	Why Colleges Should Plan for an Exclusively Online Fall.	Remote teaching, Online Learning, Budgetary deficit, Fall semester.	Abstract High-quality online education involves much more than just academic content. A well- designed online course can take up to a semester and up to \$1 million to properly design, film, build in interactive opportunities, and create feedback mechanisms and marketing efforts. Now that we appreciate the tough situation that university leaders are in, let's discuss ways to work through this crisis.	https://www.chronicle.com/article/Why-Colleges-Should-Plan-for/248869

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June, 03	The New York Times Magazine	Emily Bazelon	What Will College Be Like in the Fall?	New realities of life on campus in the midst of a pandemic.	Reopen, Students, Behavior.	The hope is that colleges and universities could follow hospitals and essential businesses that have figured out how to continue their work without seeding an outbreak in their communities. It will be a time of mutual accountability and collective responsibility for the well-being of one another.	https://www.nytimes.com/2020/06/03/magazine/covid-college-fall.html?referingSource=articleShare
March, 27	Inside Higher Ed	Doug Lederman	Can Active Learning Co-Exist With Physically Distanced Classrooms?	Can Active Learning Co-Exist With Physically Distanced Classrooms?	Administrators, Faculty, Fall semester, Safety, Active learning.	Advocates for active learning worry that their favored approach will be hard to pull off in physically distanced classrooms -- and that instructors will revert to the straightforward lecture.	https://insidehighered.com/digital-learning/article/2020/05/27/will-active-learning-be-possible-if-colleges-have-physically
May, 18	The Chronicle of Higher Education	Jennifer Burek	When You Can't Send Students to the Campus Library.	Campus Library in a pandemic.	Remote teaching, Library, Resources.	Libraries have responded to this crisis by providing high-quality online materials capaciously, and their responses will serve us as we proceed with remote education during summer sessions and, in some permutation, this fall.	https://community.chronicle.com/news/2352-when-you-cant-send-students-to-the-campus-library?cid=VTEVPMSED1
May, 26	Times Higher Education	David Matthews	First-years prioritised as Europe eyes autumn reopening.	First-years prioritised as Europe eyes autumn reopening.	Reopen, Fall semester, First-year students, Europe, Small scale.	First-year students are set to be a priority across Europe when campuses tentatively reopen in the autumn, to avoid an increase in dropout rates – but low reliance on tuition fees means there is less pressure to restart in-person teaching for some continental institutions. Without face-to-face interaction, new students could struggle to make friends and adapt to university study, leading to dropouts later, institutions fear.	https://www.timeshighereducation.com/news/first-years-prioritised-europe-eyes-autumn-reopening
May, 26	The Chronicle of Higher Education	Francie Diep and Megan Zahneis	Welcome to the Socially Distanced Campus.	Welcome to the Socially Distanced Campus.	Students, Campus.	When students return to colleges, they are likely to find transformed spaces and new norms. Here's what campus leaders say that could look like.	https://www.chronicle.com/article/Welcome-to-the-Socially/248850
March, 27	Inside Higher Ed	John Kroger	10 Predictions for Higher Education's Future.	10 Predictions for Higher Education's Future.	Challenges, Revenue, Online Learning, Competition, Crisis, Inequality.	Most experts predict we will not have a vaccine for COVID-19 until mid-2021, more than a year from now. In the meantime, the American higher education community is going to be turned upside down, and the educational effects will last long after the virus has been brought under control. What will the impact be? Here are 10 predictions. Summary: disruption will finally arrive.	https://www.insidehighered.com/blogs/leadership-higher-education/10-predictions-higher-education%E2%80%99s-future

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May, 28	The Chronicle of Higher Education	Sarah Brown and Katherine Mangan	What College Students Need Now.	What College Students Need Now.			https://www.chronicle.com/article/What-College-Students-Need-Now/248882
June, 10	Times Higher Education	Ellie Bothwell	Michael Crow: crisis should herald cooperation and differentiation.	Michael Crow: crisis should herald cooperation and differentiation.	Global, Disruption, Social empowerment, Full immersion on campus, Digital immersion, Full immersion synchronous, Technology-enhanced learning.	Reform-minded Arizona State University president shares vision for a successful university model in wake of pandemic, saying institutions have done an 'inadequate job of social empowerment.'	https://www.timeshighereducation.com/news/michael-crow-crisis-should-herald-cooperation-and-differentiation
June, 10	Inside Higher Ed	Doug Lederman	What Do We Know About This Spring's Remote Learning?	What Do We Know About This Spring's Remote Learning?	Online learning, Emergency remote instruction, Inequality, Empathy.	Everyone adapted, and everyone overwhelmingly believe that the learning experience was subpar. Some have had trauma. But what do we really know about how it went? The term emergency remote instruction is more accurate. Faculty members and students alike were not well suited to thrive in that environment. Education just may not have been the priority on their survival scale.	https://www.insidehighered.com/digital-learning/article/2020/06/10/what-do-we-know-and-what-should-we-try-learn-about-springs
June	OpenSmartEdu.net	Johns Hopkins Center for Health Security, the Council for Higher Education Accreditation (CHEA), and Tuscan Strategy Consulting (TSC).	COVID-19 Planning Guide and Self-Assessment for Higher Education.	COVID-19 Planning Guide and Self-Assessment for Higher Education.	Plan, Reopen, Safety, Leaders, Short term, Long term, Decide.	This guide is designed to be a practical planning tool to help institutions in two ways. First, the guide poses four central questions to determine if your institution is prepared to reopen for each of the major COVID-19 Phases. Second, the guide is organized into leadership, cross-functional, and functional workgroups to support comprehensive planning efforts. The guide also contains links to guidelines, resources, and media reports to further supplement institutional planning.	https://www.opensmartedu.org/
June, 13	University World News	Francisco Marmolejo	We need to reimagine higher education, not just repair it.	Higher education institutions need reimagining, not just repairing.	Disruption, Crisis, Innovation, Long term, Plan.	The 'new normal' we must shape needs to begin with the recognition that putting classes on Zoom isn't change. Higher education institutions need reimagining, not just repairing. Educators, policy-makers, employers and investors must urgently give thought to what a post-COVID world should look like and what role higher education institutions must play to make that world a reality.	https://www.universityworld-news.com/post.php?story=20200612100902318

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June	Mckinsey Quaterly	Yuval Atsmon	The war on the coronavirus.	The war on the coronavirus.	Leaders, Crisis, Lessons, Opinion, Decide.	Three top military leaders offer lessons from the front lines of managing deadly crises.The challenge of navigating a vast public-health and -economic crisis shares some important parallels with leadership during military conflicts. McKinsey senior partner Yuval Atsmon talks with three top US Air Force and Navy leaders about what corporate executives can learn from the practices of military commanders.	https://www.mckinsey.com/~media/McKinsey/Business%20Functions/Strategy%20and%20Corporate%20Finance/Our%20Insights/The%20war%20on%20coronavirus/The-war-on-the-coronavirus.pdf
June, 15	The New York Times	Laurence Steinberg.	Expecting Students to Play It Safe if Colleges Reopen Is a Fantasy.	Expecting Students to Play It Safe if Colleges Reopen Is a Fantasy.	Students, Opinion, Risks, Reopen, College-aged people, Plan.	First, this is the age at which we are most sensitive and responsive to the potential rewards of a risky choice, relative to the potential costs. Second, college-aged people have more trouble exercising self-control than do those in their late 20s and beyond. Finally, college-age people show more activation of the brain's reward regions and are more likely to take risks when they are with their peers than when they are alone. My pessimistic prediction is that the college and university reopening strategies under consideration will work for a few weeks before their effectiveness fizzles out.	https://www.nytimes.com/2020/06/15/opinion/coronavirus-college-safe.html?action=click&module=Opinion&pgtype=Homepage
May, 04	Association of American Colleges and Universities.	Association of American Colleges and Universities.	What Liberal Education Looks Like.	What It Is, Who It's For, & Where It Happens.	Liberal education, Democracy, Inclusive excellence, Expectations, Frontline challenges	What will it take to realize this vision of a strong, relevant, and inclusive liberal education? First, it will require advocacy to rally the HE community around the vision and into the public square. Second, it will require renewed commitment to civic purposes of HE. Third, it will be necessary to make equity to deliver educational experiences that support the success of all students. Fourth, it will be necessary to take proactive steps to make campuses that welcome all students. Fifth, it will be necessary to address issues of affordability.	https://www.aacu.org/publications-research/publications/what-liberal-education-looks-what-it-who-it%E2%80%99s-and-where-it
June, 18	The Chronicle of Higher Education		The Great Reopening Debate.	Professors, administrators, students, and staff on the most consequential question facing the sector.	Opinion, Survey, Shared values, Reopen, African American.	Both Options Are Bad: It is impossible to predict the rate of infection at the end of the summer. When College Is the Safest Space For our students. A significant proportion of students experience homelessness, food insecurity, and other threats to their physical and emotional well-being. Science can contribute vital facts to moral decision-making but can never settle such decisions without the directives of shared values and substantive ethical commitments, which we lack. Another truth we tenaciously deny: We are frail and mortal.	https://www.chronicle.com/article/The-Great-Reopening-Debate/249014

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June, 23	Inside Higher Ed	David P. Haney	Thinking Like a Designer in Uncertain Time.	In times of crisis like today, colleges should think quite differently than they do in a traditional strategic planning process and consider six basic principles.	Plan, Design, Strategic, Solutions.	The very unpredictability of the future and the impossibility of fully rational planning should help us pivot from planning to designing. The combination of human-centered design and Hal Williams's outcomes focus produces what I call "results-based strategic design." Here are six of the basic principles of this approach and how they can apply to higher education. No. 1: Recognize that planners plan and designers solve problems. No. 2: Use constraints to encourage creativity. No. 3: Determine constituents' needs, which may not be what they say they need. No. 4: Engage in prototyping. No. 5: Resource the early adopters, and let consensus follow later. No. 6: Don't try to do everything.	https://www.insidehighered.com/views/2020/06/23/times-crisis-colleges-should-ask-different-questions-they-do-traditional-strategic
June, 24	Inside Higher Ed	Beth Seltzer	A Day in the Life of a Remote Undergraduate Student: Fall 2020.	Beth Seltzer envisions how the term may unfold for a student who remains off campus in September.	Students, Experience, Fall semester, Overwhelming.	Rough times can also strengthen a community. You know it's not perfect -- it's not what you wanted -- but you still feel like you're in college. Civic engagement projects (Ex. food insecurity), class conference, glitchy internet, overwhelming, privacy, family time, and virtual party are part of a student's experience on remote learning.	https://www.insidehighered.com/digital-learning/views/2020/06/24/envisioning-day-life-remote-undergraduate-student-fall-2020
July, 01	The Chronicle of Higher Education	Dean O. Smith	How University Finances Work in a Crisis.	Mistrust and misconceptions abound, but here's the playbook colleges are actually putting into practice.	Long term, Financial challenges, Academic spending, Prioritization, Short term.	The first response is to slash discretionary expenditures: stop unnecessary travel, defer routine maintenance, freeze hiring, etc. This modest short-term step slows cash outflow, but for severe crises, such as the one we now face, it seldom solves the problem. Large nondiscretionary expenditures continue unabated: salaries, pension-fund contributions, health insurance, loan repayments, building leases, and so forth. This first response simply buys time.	https://www.chronicle.com/article/How-University-Finances-Work/249101
May	Online Learning Consortium, Association of Public & Land-Grant Universities and the Every Learner Everywhere Network	Online Learning Consortium, Association of Public & Land-Grant Universities and the Every Learner Everywhere Network	Delivering High-Quality Instruction Online in Response to COVID-19.	Faculty Playbook.	Faculty, Online Learning, Guide, Solutions.	Design Guides immediate and basic needs for moving a course online. Most useful for emergent and immediate translation of F2F or blended courses to fully online. Enhance Provides options to enhance the learning environment and experience. Most useful for improving F2F elements that do not translate well, or beginning to customize course quality for online. Optimize Offers tips and resources for online teaching and learning that aligns with the highest-quality practices. Most useful for continuous improvement and maintaining best practices.	https://www.everylearnereverywhere.org/resources/delivering-high-quality-instruction-online-in-response-to-covid-19/

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July, 13	Inside Higher Ed	Lindsay McKenzie	Paul Quinn Launches Accelerated Online Degree.	Paul Quinn College is launching a fully online 36-month undergraduate degree in business administration and public policy designed to educate a new generation of change makers.	Online learning, Degree, Business, Plan, Design.	Students will study year-round with the exception of a two-month winter break. In their second year, students will be expected to work 15 to 20 hours per week. Employers will provide subsidies and scholarships to students in their second and third years. For Pell-eligible students, the college anticipates less than \$7,500 in loan debt for graduates.	https://insidehighered.com/quicktakes/2020/07/13/paul-quinn-launches-accelerated-online-degree
July, 14	FOXBusiness	Evie Fordham	White House partners with Apple, IBM to encourage Americans to think outside 4-year degrees.	White House partners with Apple, IBM to encourage Americans to think outside 4-year degrees.	Online learning, Leaders, Partnerships, Long term, Crisis.	The White House, Ad Council, IBM, Apple and other businesses are joining forces for a campaign to help Americans find job training, including via virtual learning, as more Americans face unemployment amid the coronavirus pandemic. The website FindSomethingNew.com and its related ad campaign encourage Americans to think outside of four-year universities for improving their career opportunities. One of the site's features is "an interactive tool that recommends education pathways for each user," according to the Ad Council.	https://www.foxbusiness.com/politics/white-house-find-something-new-advertising.amp?__twitter_imp=impression=true
July, 15	Inside Higher Ed	Greta Anderson	Stay Apart or Stay Home.	Colleges are implementing social contracts or making addenda to code of conduct policies requiring students to abide by social distancing guidelines this fall.	Students, Fall semester, Social distancing.	In addition to plans to regularly test students for COVID-19, college administrators are putting faith in conduct codes and written pledges that mandate students refrain from large gatherings, follow social distance guidelines and wear face masks. Some institutions have said they will remove students from campus for noncompliance.	https://www.insidehighered.com/news/2020/07/15/student-conduct-codes-and-pledges-promise-good-covid-19-habits
July, 15	Inside Higher Ed	Doug Lederman	Ideas for a Fluid Fall: Readers Respond.	Ideas for a Fluid Fall: Readers Respond.	Virtual classroom, Opinion, Students.	Survey after survey about what students (and instructors) missed in this spring's emergency shift to remote learning was interaction, engagement, the human connection that most of us crave.	https://www.insidehighered.com/digital-learning/article/2020/07/15/readers-offer-ideas-responding-fluid-fall-college-teaching-and
July	Inside Higher Ed	Kelli Anderson	The Urgent Need for Online Instruction—and the Future of Campus Tech.	The Urgent Need for Online Instruction—and the Future of Campus Tech.	Technology, Hybrid, Students, Online classes, Competitiveness, Courses, Quality.	We have numerous opportunities to apply technology to improve student experience, improve student retention. You need to build attractive academic programs and update those programs, build personalized marketing and enrollment strategies that connect with students where they are—because they've got a lot of choices. You can use data and technology to inform how courses should be built and which courses are the most important to be built. But the downward pressure on price as well as an increased pressure on the quality of the online delivery is one of our biggest challenges as an industry.	https://narratives.insidehighered.com/the-urgent-need-for-online-instruction/index.html?utm_source=Inside+Higher+Ed&utm_campaign=39673e411d-DNU_2020_COPY_02&utm_medium=email&utm_term=0_1fc-

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July, 20	Inside Higher Ed	José Antonio Bowen	5 Bigger and Better Ideas for Fall 2020.	5 Bigger and Better Ideas for Fall 2020.	Strategy, Fall semester, Partnerships, Students, Technology, Social Isolation.	It's time for campus leaders to start generating more innovative options for fall 2020: Fewer students on campus. Fewer students in class. Social isolation outside class. Quarantined residential learning communities.Big-problem interdisciplinary seminars.Structured gap years. Virtual and global partnerships. Relationship-first hybrids.	https://www.insidehighered.com/views/2020/07/20/college-leaders-should-consider-some-outside-box-ideas-fall-2020-opinion
July, 21	Inside Higher Ed	Rev. Dennis H. Holtschneider.	The Ethics of Reopening.	The Reverend Dennis H. Holtschneider explores the numerous thorny issues that leaders and members of college communities will confront.	Reopen, Fall semester, Ethics, Morality.	No. 1: Everyone holds ethical responsibility for others in a pandemic. No. 2: Members of a college or university community are responsible for their own health. No. 3. Pre-eminent is not the same as overriding. No. 4: Which ethic serves the moment? No. 5: At what point are colleges and universities “irresponsible”? No. 6: Ethical responsibility is situational and local. No. 7: How much cleaning is enough cleaning to be ethically in the clear? No. 8: In a pandemic, shared governance is not suddenly ceded to the senior administration.No. 9: Boards of trustees and senior leadership must, of necessity, take financial effects and organizational sustainability into account in the decisions they are making. No. 10: Who decides, once institutions reopen, the point at which they should close again? No. 11: In a pandemic, some courtesies become ethical requirements. No. 12: In college athletics, consent requires freedom. No. 13: What is the responsibility to the town?	https://www.insidehighered.com/views/2020/07/21/ethical-issues-colleges-and-universities-must-confront-when-considering-reopening
July	Davidson College	The College Crisis Initiative (C2i) and Project PRONTO++ housed at Davidson College	C2i Dashboard	This Dashboard provides web-based tools, data dashboards, mathematical models and other technological solutions for campus offices and research groups.	Data, Leaders, Plan.	It is an initiative of Davidson College to learn how colleges and universities innovate in a crisis mindset. Seeking to enhance understanding of institutions' responses to the COVID-19 global crisis and to help plan for other potential crises, C2i presents this dashboard as a data resource for the higher education sector's leaders and researchers.	https://collegecrisis.shinyapps.io/dashboard/

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August, 20	Insider Higher Ed	Joyce Lau for Times Higher Education	Some Asian Universities Shutter Campuses.	Universities abandon plans to open campuses.	Asia, Plan, Campuses, Reopen.	The plan was to resume teaching on a hybrid model in September, with online classes acting as a backup or alternative for overseas students. But third waves of COVID-19 have caused some East Asian university systems to take U-turns on those decisions, even though infection rates remain lower than those in the West.	https://www.insidehighered.com/news/2020/08/20/some-asian-universities-abandon-plans-open-campus
September, 03	Singularity University	Rapelang Rabana (Founder, Rekindle Learning), Matthew Sanders SVP (Western Governors University), Gary Bolles (Future of Work Chair, Singularity University)	Reimagining Higher Education.	Reimagining Higher Education.	Opinion, Quality, Leaders.	Which aspects of higher education are successful, and what are the flaws? Where higher education isn't subsidized, is the price worth it? Are we preparing young people for the future, or are they leaving universities with an already outdated mindset? How might we reimagine what learning for young adults around the world might look like? In this salon, we'll discuss these challenges, share new perspectives, offer possible solutions, and seek input from the audience during live Q&A.	https://go.su.org/september-3-salon
September	The World Universities Rankings	The World Universities Rankings	Pandemic 'shifting the dynamics' of university prestige.	Pandemic 'shifting the dynamics' of university prestige.	Elite, Crisis, Tuition.	'Peripheral' institutions can more easily 'play on the world stage' but most prestigious universities may be more likely to survive and thrive, THE summit hears.	https://www.timeshighereducation.com/news/pandemic-shifting-dynamics-university-prestige#
September, 04	Insider Higher Ed	Ryan Craig	Colleges Should Go Back to School on Remote Learning.	Colleges Should Go Back to School on Remote Learning.	Tuition, Reopening, Online courses.	This fall, following bait of promised reopening and switch to remote learning, many students are back on Zoom. But despite the fact that it's clearly unsustainable to charge a bundled price when the bundle contains only one item -- remote courses -- and, on average, course delivery only accounts for between 27 and 31 percent of total spending, a mere 11 institutions have cut tuition in the US.	https://www.insidehighered.com/views/2020/09/04/have-colleges-seized-or-missed-opportunity-improve-remote-learning-opinion
September, 03	Insider Higher Ed	Steven Mintz	Pedagogy and Course Design Need to Change. Here's How.	Pedagogy and Course Design Need to Change. Here's How.	Students, Change, Pedagogy, Course design.	Transforming the way faculty teach, students learn and learning is assessed. These include: A shift in student expectations. The emergence of a new student majority. A shift from relatively homogeneous to highly diverse classrooms. Changes in the world of work.	https://www.insidehighered.com/blogs/higher-ed-gamma/pedagogy-and-course-design-need-change-here%E2%80%99s-how

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September, 08	encoura	Richard Garrett, Eduventures Chief Research Officer at ACT	Virtual Connection: The Rise of Experiential Learning Companies.	Virtual Connection: The Rise of Experiential Learning Companies.	Online learning, Tech, Engagements, Partnerships.	Experiential Learning Companies. Mentoring: Companies work with schools to create networks of students and alumni willing to mentor less experienced students, tackling academic development as well as career pathways. Work Experience: Companies connect students looking for experience and employers looking for talent. Students complete short employer-driven projects, typically online. Job Placement: The company provides paid training to current students or recent college graduates, and places them in partner companies.	https://encoura.org/virtual-connection-the-rise-of-experiential-learning-companies/
September, 09	Insider Higher Ed	Rick Seltzer	Who Leads Colleges After COVID-19?	Who Leads Colleges After COVID-19?	Leaders, Crisis, Decisions, Priorization, Long term.	Those in power at colleges and universities must find time to prepare their institutions for an unsettled future that looks very different from the old status quo. That short-term focus can say something about leadership styles, successes and failures. It also comes at a moment of changing conditions that means it's time to rethink higher education's long-term prospects.	https://www.insidehighered.com/news/2020/09/09/what-college-presidents-say-about-leading-covid-19-era
August	coursera	coursera	Global Skills Index	Global Skills Index	Data, Tech, Benchmarkings, International, Strategies, Skills, Business.	Build goal-oriented learning strategies with the world's most comprehensive skills data. Looking across 65 million learners on the platform, and drawing on rich performance data of learners in the past 12 months, the report benchmarks skills proficiency for 60 countries, 10 industries, and 11 fields of study in business, technology, and data science.	https://www.coursera.org/gsi