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**INNOVATIVE LEADERSHIP AND MANAGEMENT IN HIGHER EDUCATION:  
GLOBAL TRENDS AND PRACTICES IN THE POST COVID-19 PANDEMIC**

SEAMEO RETRAC, July 07-08, 2022

# A Quantitative Content Analysis of Post-COVID-19 Higher Education Trends

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# Why Trends?

- Constantly learn updates, new tools, new ways
- See what lies ahead
- Identify opportunities and threats
- Take action towards success



School leaders  
and teachers are  
busy people.  
We're here to  
help.



# Research Questions

1. What are the prevailing global trends in post-COVID-19 pandemic higher education as forecasted by educators and researchers?
2. What recommendations do the education forecasters offer that constitute a trend in view of the post-COVID-19 pandemic scenario?

# Content Analysis

Examine, analyze, and quantify concepts and themes from the Internet focusing on trends and recommendations in higher education after the COVID-19 pandemic.

# Criteria for Website Articles

1. Author's credential and institutional affiliation
2. Purpose had to be for use in support of conducting in-depth research
3. Scope of study had to present a forecast or prediction about trends in higher education after the COVID-19 pandemic. Trend forecasts focusing on areas like international students, K-12, and Mathematics, were excluded.
4. Publication years considered were from 2020 to 2022 to ensure that the articles were the most current and up-to-date.

7 articles  
 from 520

Google Scholar  
 Google

Table 1. Distribution of the articles according to characteristics (N=7)

Characteristics	f	%
<b>Author</b>		
Educator	7	100
<b>Source</b>		
Google Scholar	4	57
Education Domain	2	29
Organization Domain	1	14
<b>Total</b>	<b>7</b>	<b>100</b>
<b>Data Collection Technique</b>		
Interview	2	29
Documents	3	43
Multiple techniques	2	29
<b>Total</b>	<b>7</b>	<b>100</b>



# Units and Categories of Analysis

Phrases and sentences categorized as trends or recommendations

# Coding of the Articles

The concepts were coded for existence. The researchers counted a concept only if it existed at least once in the article and no matter how many times it appeared.

# The Codes (Classifications)

- Post-COVID-19 trends
- Recommendations

## Themes:

- Student-centered ICT-driven teaching-learning modalities
- Institutional survival and sustainability
- Sustainable development and resilience
- Investments in ICT
- Student and staff competency development
- Partnerships
- Physical infrastructure

# Intercoder Reliability

- Three article coders
- Each reviewed 100% of the articles independently
- Met twice to discuss the coding results
- Cohen's kappa:  
97% agreement  
Cohen's  $k$  of 0.653 (Substantial agreement)

Table 2. Distribution of Post-Pandemic Higher Education Trends Existent in the Articles (N=7)

Themes	f	%
Student-centered, ICT-driven teaching-learning modalities	7	100
Institutional survival and sustainability	6	86
Sustainable development and resilience	4	57
Student and staff competency development	3	43
Investments in ICT	2	29
Partnerships	2	29
Physical infrastructure	1	14

## Post-Pandemic HE Trends\*

\*Trend if it exists in 50 % or more of the articles analyzed.

# Student-centered, ICT-driven teaching-learning modalities (f=7, 100%)

- New normal: working-from-home and zoom meetings
- New norm: blended learning
- Technology is a must
- Online learning
- Cloud platforms
- Digital LMS
- Mobile-learning
- Social Networking Applications
- Massive Open Online Course (MOOC)
- Stackable segments of learning
- Alternative pathways: Certificate and digital pathway programs
- Open Educational Resources and Open Educational Practices
- No more large face-to-face lectures
- Flexible, adaptive learning environments
- Students as partners or co-creators of their own learning
- Freer timetable and students will have more choice

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# Institutional survival and sustainability (f=6, 86%)

- Financial sustainability
- Significant financial pressure to higher education institutions
- Universities that offer high quality online programs will successfully compete against their less effective counterparts.
- Rapid downsizing of the scale of operations for universities that are highly dependent on the tuition of foreign students
- A decline in revenue in the form of students' fees and donor-funded research
- Higher education that will return to traditional methods is improbable to survive.
- Transformation towards the entrepreneurial university
- Academic program reviews

# Sustainable development and resilience (f=4, 57%)

- New normal as being one of almost constant scenario planning and strategizing and planning for worst case scenarios
- Tighter governmental regulation and self-imposed risk management and risk exposure assessments
- The “Green University”
- The need for travel will reduce
- Less use of printing materials and more online resources having a positive impact on the environment.
- The concept of the “Green University” could be accelerated



## Recommendations in Post-Pandemic HE

Table 3. Distribution of Recommendations for Higher Education Existent in the Articles (N=7)

Themes	f	%
Student and staff competency development	3	43
Institutional survival and sustainability	3	43
Student-centered ICT-driven online and blended learning modalities	2	29
Investments in ICT	2	29
Resilience	1	14
Partnerships	1	14
Physical infrastructure	1	14

# CONCLUSIONS

- The prevailing global trends in post-COVID-19 pandemic higher education are:
  - (1) student-centered, ICT-driven teaching-learning modalities
  - (2) institutional survival and sustainability
  - (3) sustainable development and resilience.
- The new normal in education will be modalities focused on online learning, blended learning, and working-from-home and Zoom meetings.

- The survival and sustainability of higher education institutions will depend upon their offering of quality online and blended courses and their transformation as entrepreneurial institutions. Institutions that will return to the traditional ways of education will not survive.
- Higher education institutions will take steps to be more resilient in the face of unexpected threats. They will also contribute to sustainable development as online learning modalities reduce carbon footprints related to travel and the production of print education materials.
- The recommendations did not show any trend pattern.

## RECOMMENDATIONS

- Higher education leaders and managers can benefit from education forecasts towards exercising their own judgment in identifying the opportunities and risks they present.
- Higher education leaders need to start their institutional strategic planning to include the top future trends as priorities: (1) student-centered, ICT-driven teaching-learning modalities, (2) institutional survival and sustainability and (3) sustainable development and resilience.
- In view of the importance of post-COVID-19 trends to K-12 education, other researchers may consider conducting a similar content analysis research for K-12.

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# Thank you for your time!

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