

Title: What shall we keep from the pandemic? Reflections on values-based decision making

Throughout the disruption brought about by the COVID-19 pandemic, daily decisions needed to be made about how best to mitigate the impact of the disruption for students and colleagues. In the context of dynamic and prolonged emergency governance, higher education showed itself to be much more agile in its response than previously thought possible. Understanding the processes of decision making can inform our way forward. Drawing on a reflective diary kept by educational leaders from five different universities in the UK and Australia during 2020, I will explore some of the questions we now have about the future of higher education. I will argue that the pandemic has made the things we value about education more visible, and where these values have informed decision making, it has shaped a more student-centred environment. As we reflect on what to keep from the pandemic, let's imagine what the future would look like if learners' needs continued to be at the forefront of decision making.