

Disruption in Higher Education



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A long time ago, in a galaxy far away...

Waiting lists
for
admission to
UW Schools

High School
Seniors
Biggest
Decision

- Madison or
closer to
home

Substantial
financial
support
from
government

And then:

UDACITY

**Is College Necessary? Fewer
Americans Think So**



ITT
ITT Tech

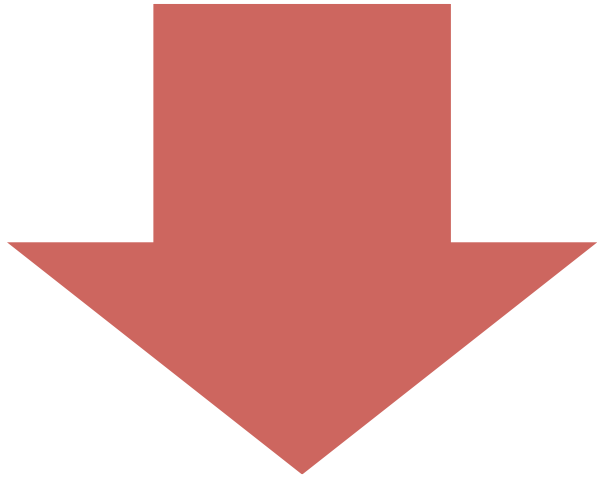


DeVry 
University



coursera

Demands to Innovate



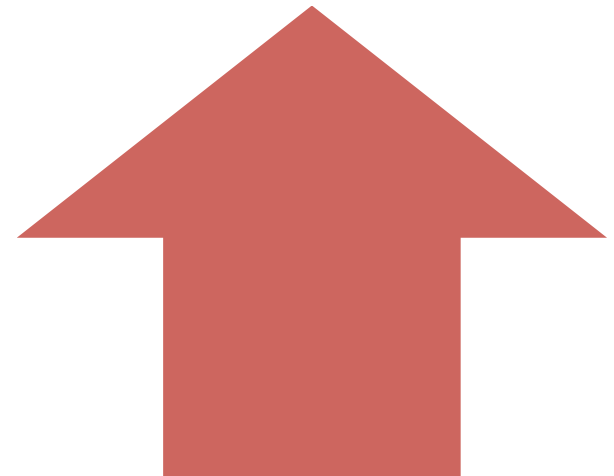
Decrease in State and Federal Revenue

- Shift in Public perception about traditional college
- Decreases in Graduation and Retention rates



Student Debt growing out of control

- Demands for Support of Lifelong learning





HOLD ON!

We have been
innovating all along!

Or Have We?

Technology?

2000



2013

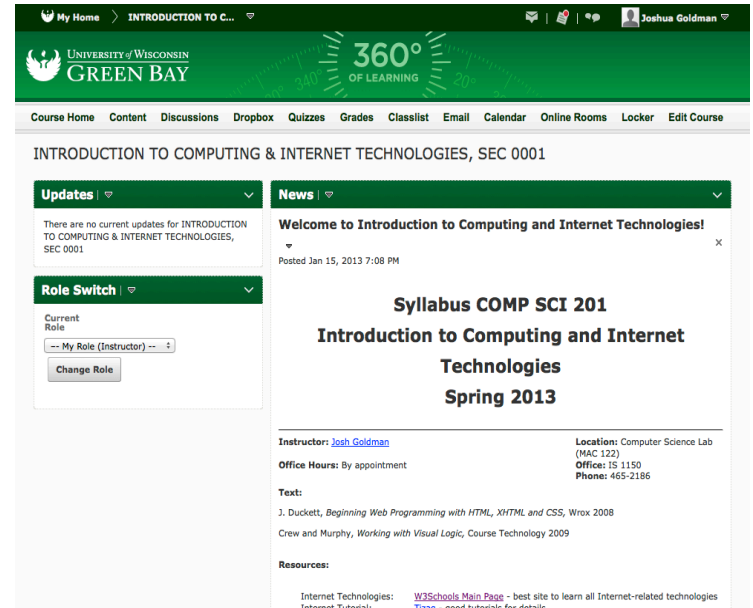
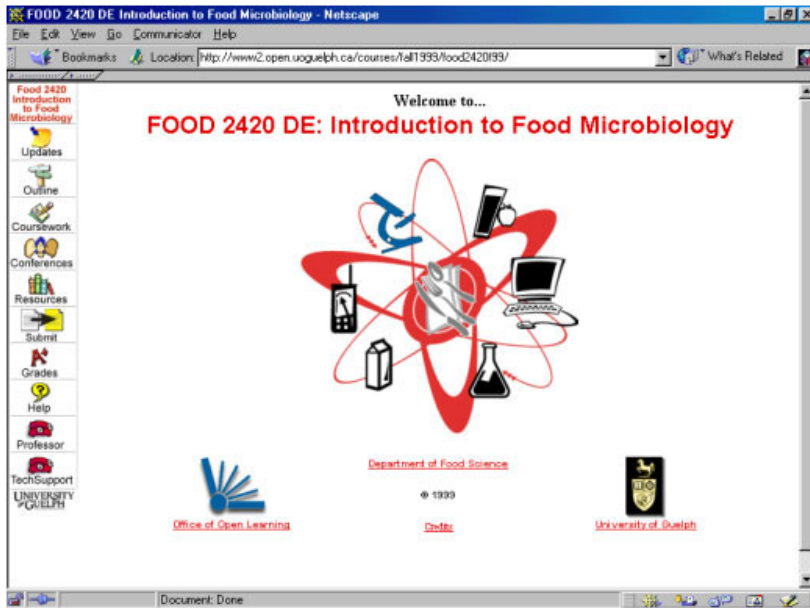


Smaller, faster, more features, but are we doing anything truly different?

Online Learning?

2000

2013



Much better looking, more media, but most online courses are still laid out like they are brick and mortar.

MOOCs and Online Learning Beyond 2012: Is This Time Different?

Bruce Maas
Vice Provost for IT and CIO
UW-Madison

Is This Time Different? YES!!

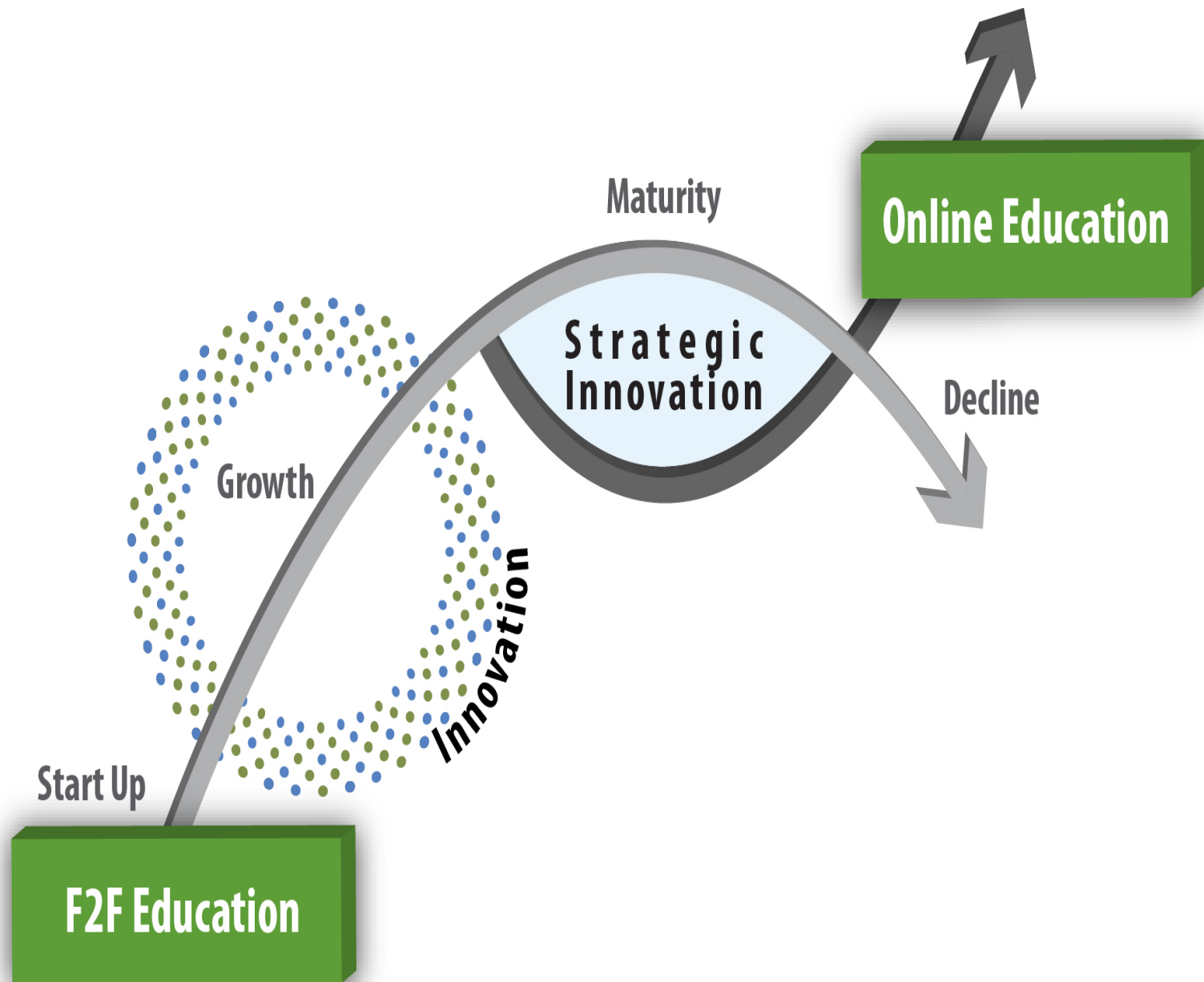
- No longer a question - disruption is here
- Paradigm shift in education
 - IT needs to be a major player in this shift
 - Can't wait for the Academic world to come to us
- We need to be prepared for change!

Theory of Change

- Deborah Frieze “Two Loop theory of Change”
 - <http://www.deborahfrieze.com>

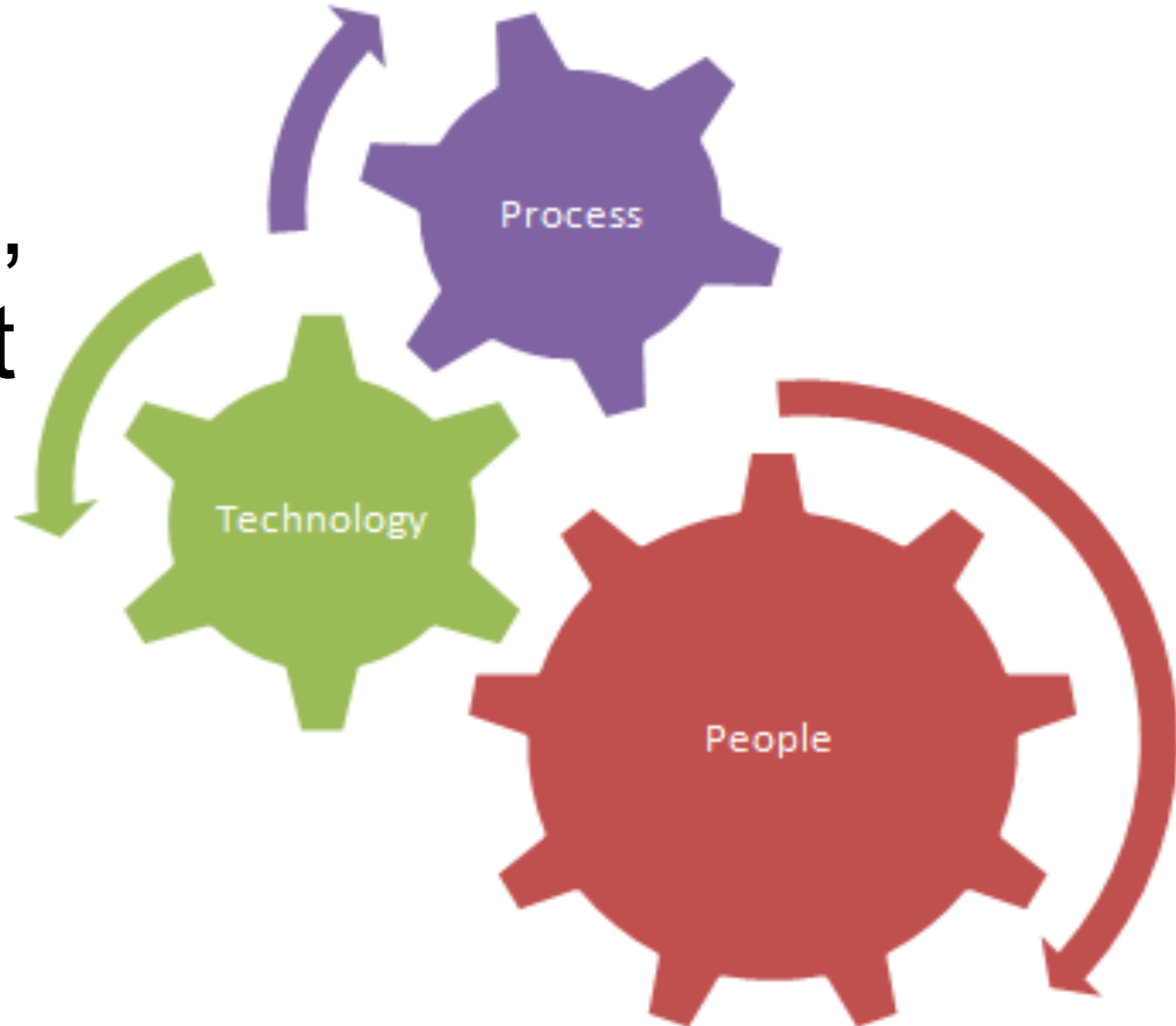
Goals for this session

- Understand that Education is facing disruptive change
- Tools and Strategies for addressing Change
 - Institutional change
 - Personal/professional change



Innovation:

is a process,
not an event



Key Roles for IT

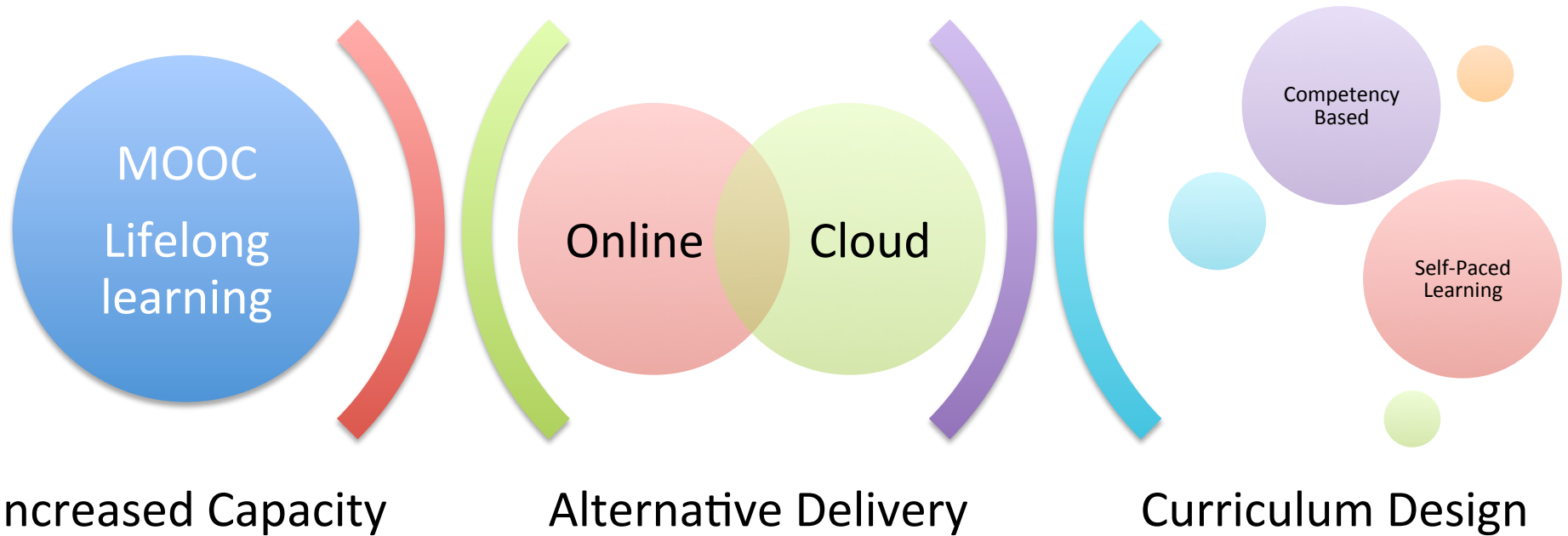
Engagement in
Campus
Strategy

Direct delivery
of Learning

Design of IT
infrastructure

Integration with
Campus

Educational Innovation

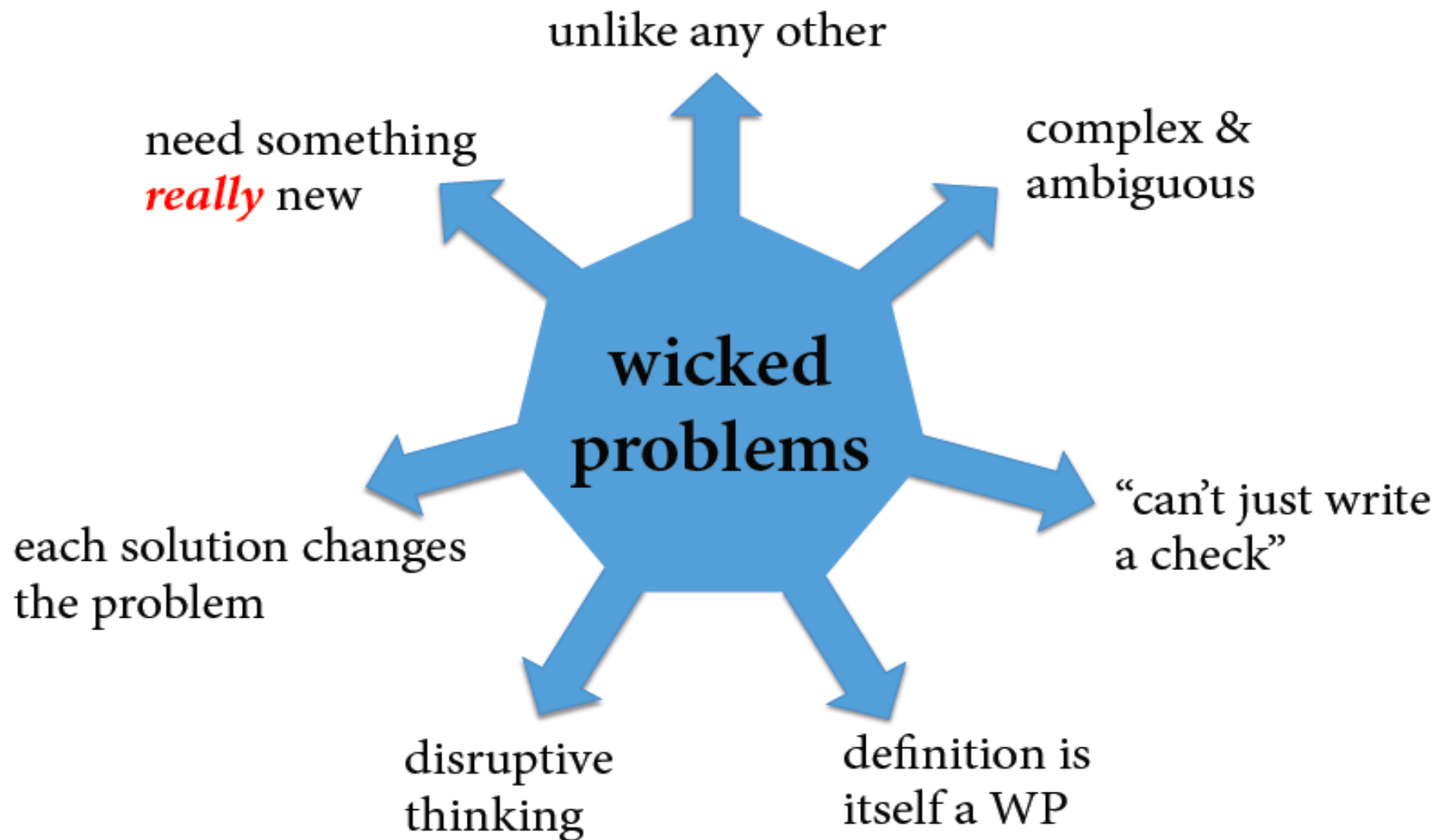


Deliberately un-deliberate

a meditation on method

Malcolm Brown, ELI
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Horizon Summit 2013



NEW EXPERIENCES

EVOLUTIONARY

Inventing new experiences for current user base

REVOLUTIONARY

Inventing a new experience and tailoring it to the needs of a new audience

EXISTING EXPERIENCES

CORE

Better delivery of current experiences for current users

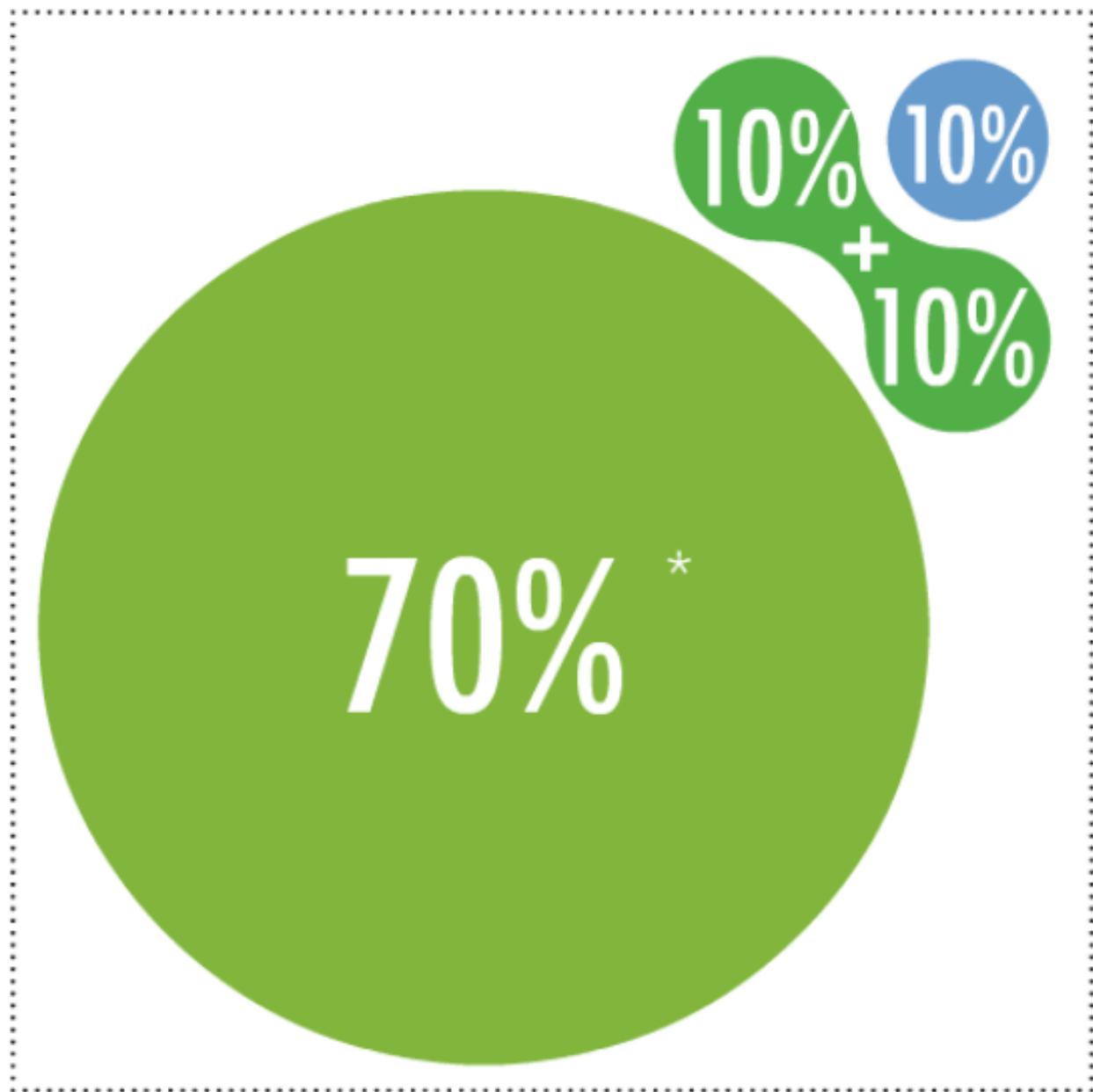
EVOLUTIONARY

Evolving a current experience for a new set of users

EXISTING USERS

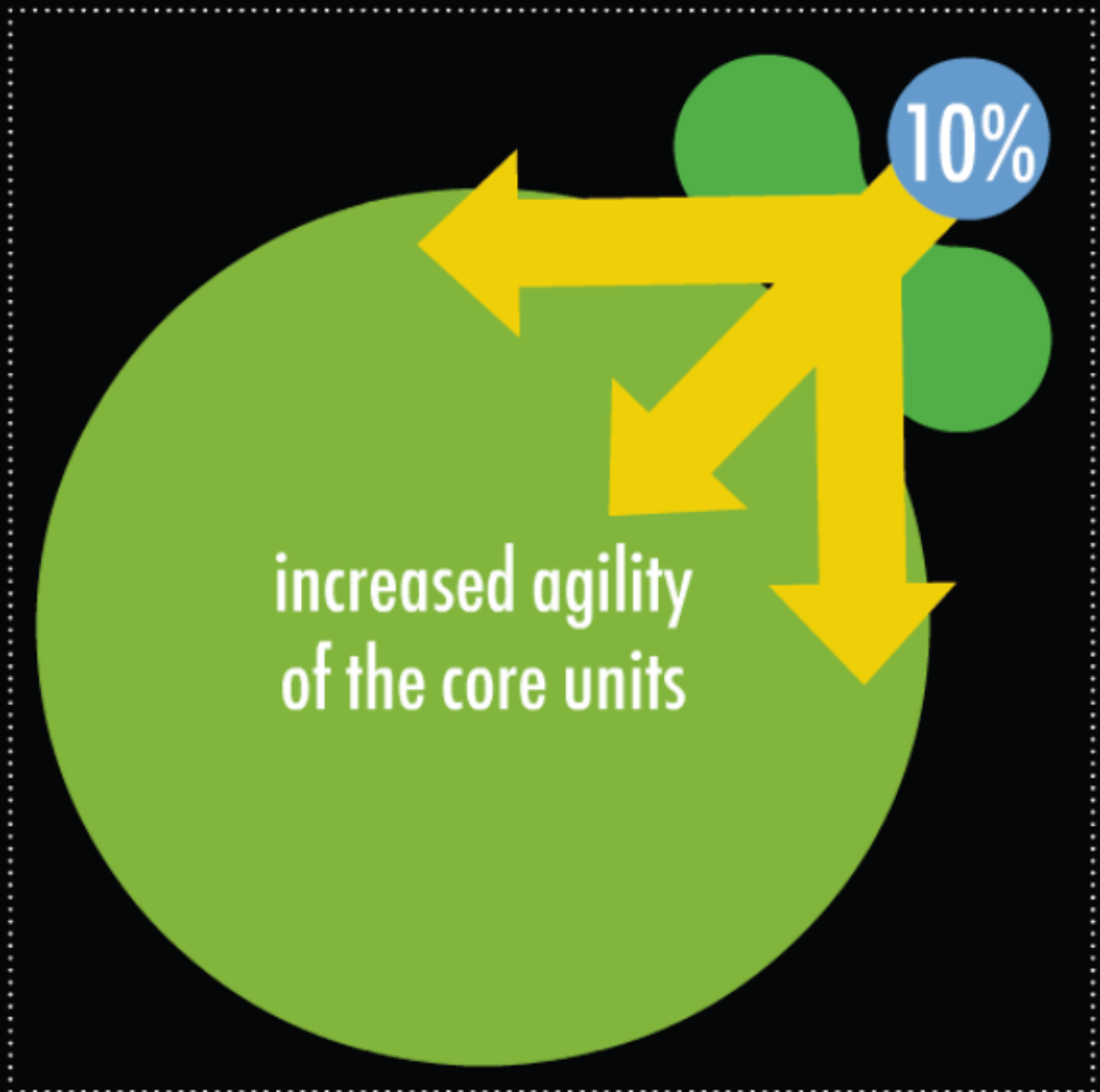
NEW USERS

EXISTING EXPERIENCES NEW EXPERIENCES



Credit: Alex
Castellarnau,
IDEO

EXISTING OFFERINGS NEW OFFERINGS



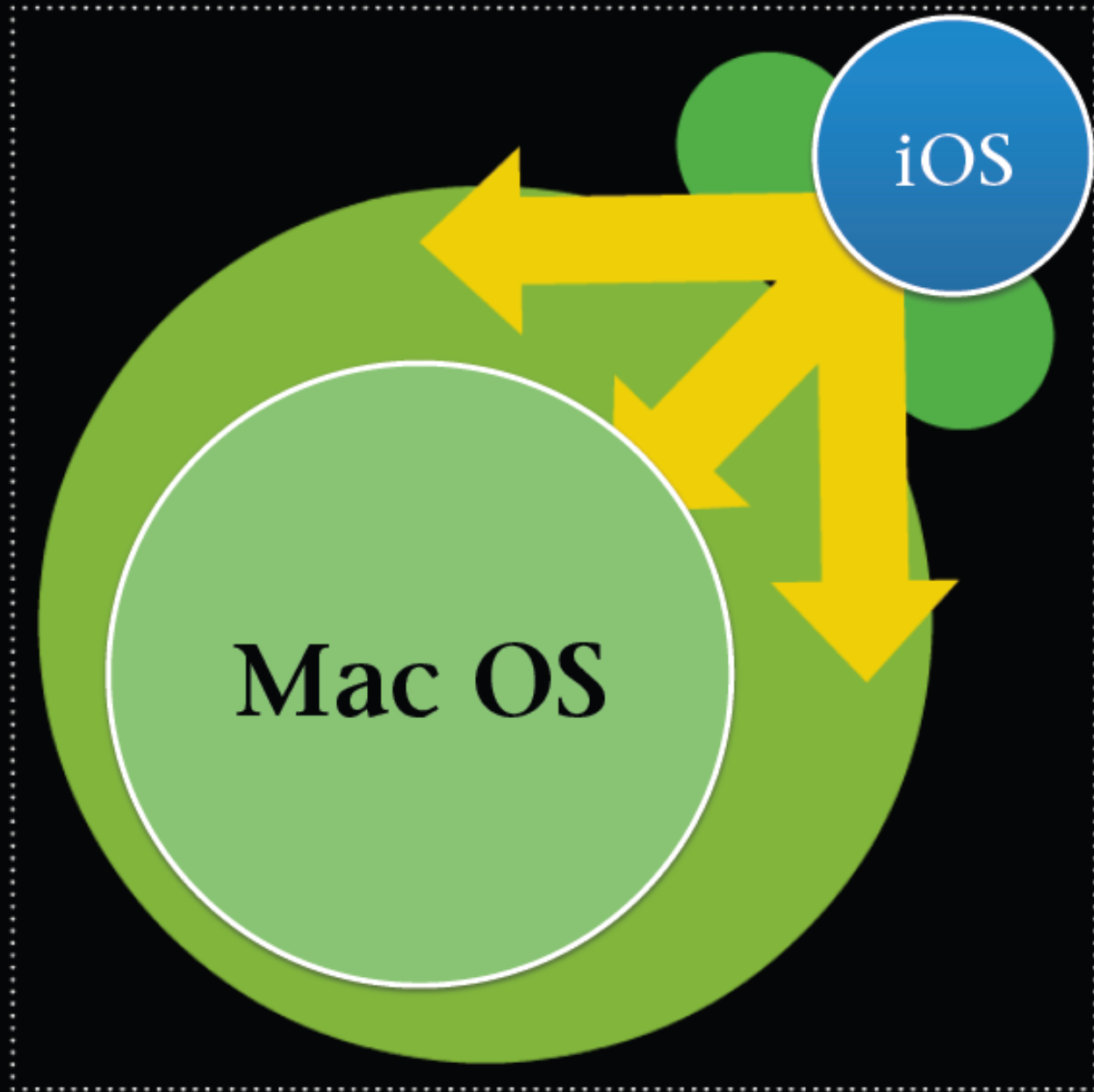
Credit: Alex
Castellarnau,
IDEO

EXISTING USERS

NEW USERS



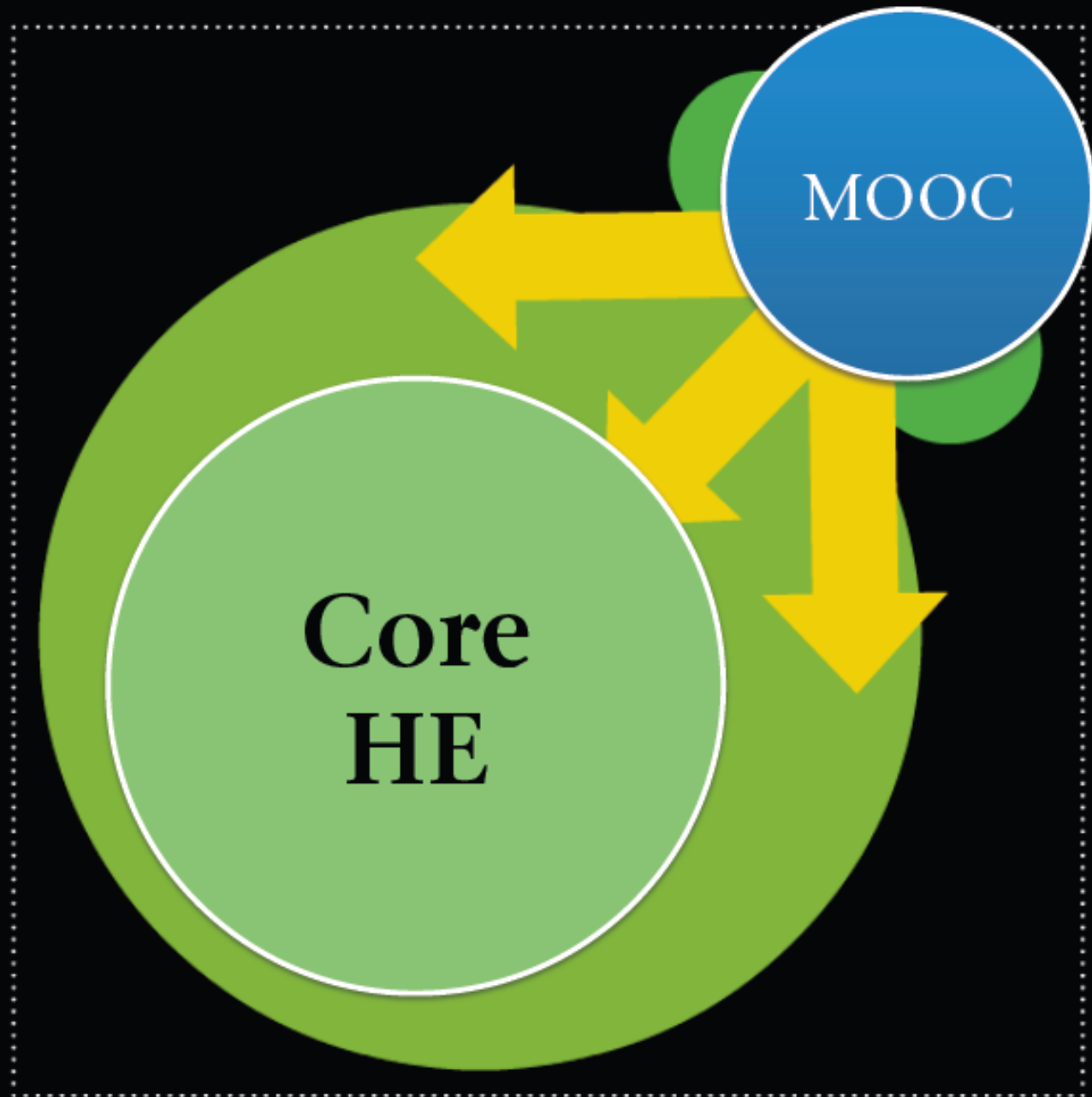
EXISTING OFFERINGS NEW OFFERINGS



EXISTING USERS

NEW USERS

EXISTING OFFERINGS NEW OFFERINGS

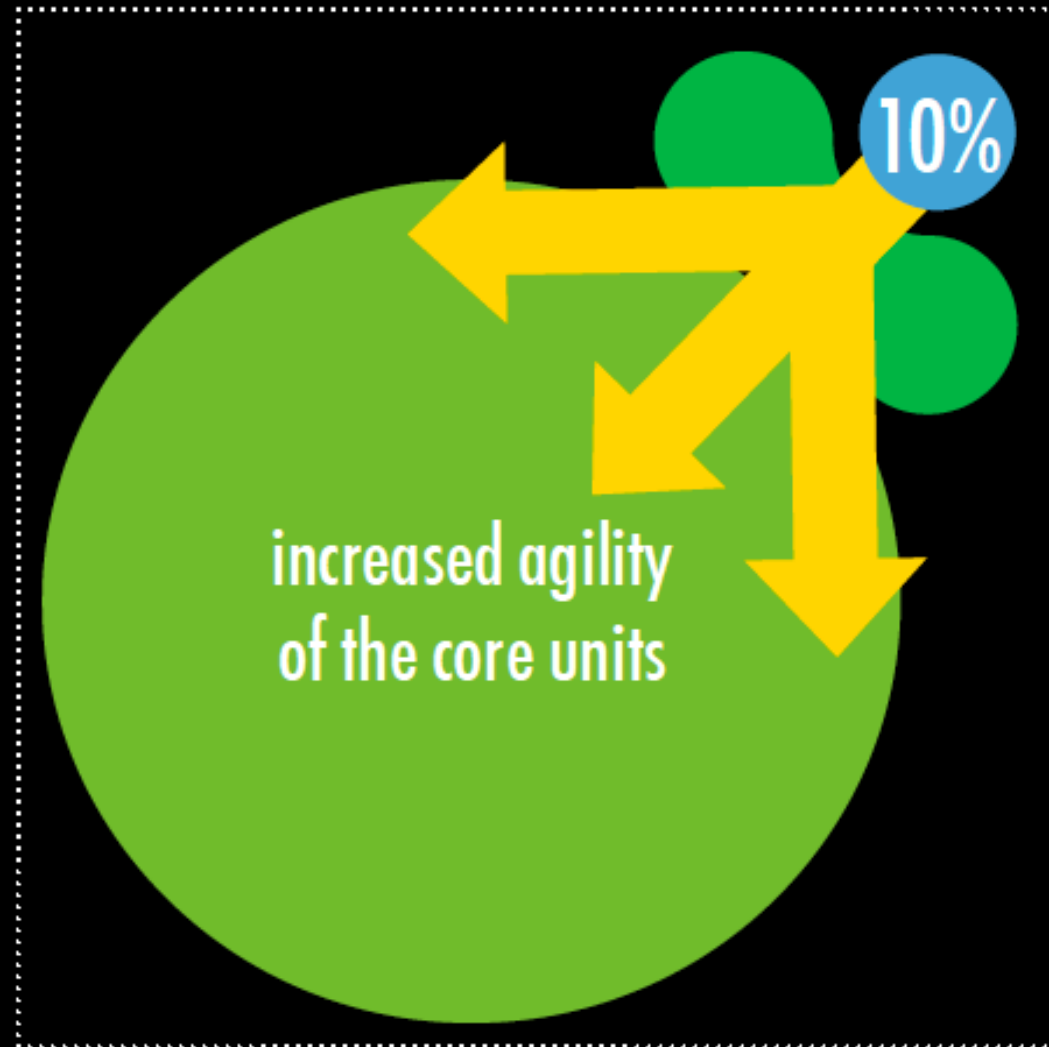


EXISTING USERS

NEW USERS

ROI should be indirect
through
transfer of learnings
=
99/100

EXISTING OFFERINGS NEW OFFERINGS



EXISTING USERS

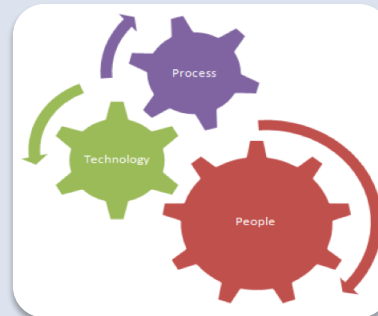
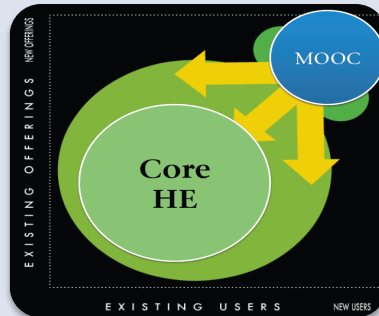
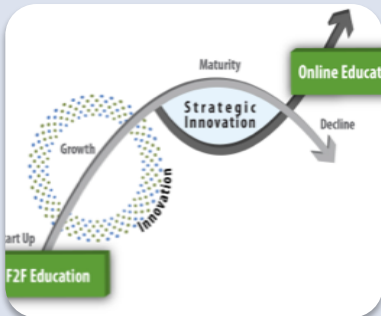
NEW USERS

Disruption in Higher Ed

Role of IT - Discussion

- **Current:**
 - What disruptive innovation is impacting your campus?
- **Future:**
 - How to initiate evolutionary AND revolutionary services for current and new audiences?
 - Leverage existing partnerships and communities or what new connections and networks need to be created to sustain change?

Disruptive Innovation



Purpose

- Imperative to respond

Picture

- Describe possible futures

Plan

- Steps to get to the future

Part

- What's your part

What challenges
are there to the
adoption of digital
technologies into
traditional academic
structures?



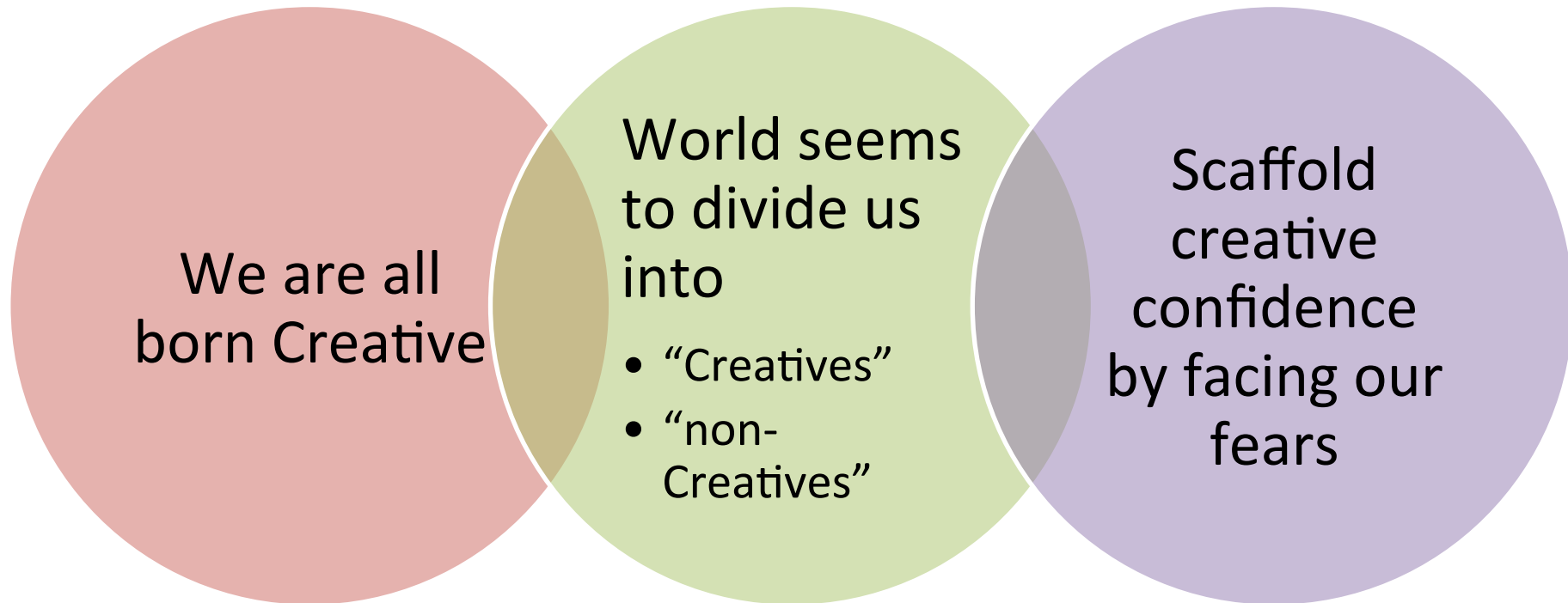
Creativity attracts people and ideas for
change



CREATIVITY IS THE SEED OF INNOVATION



Creativity as Seed of Innovation



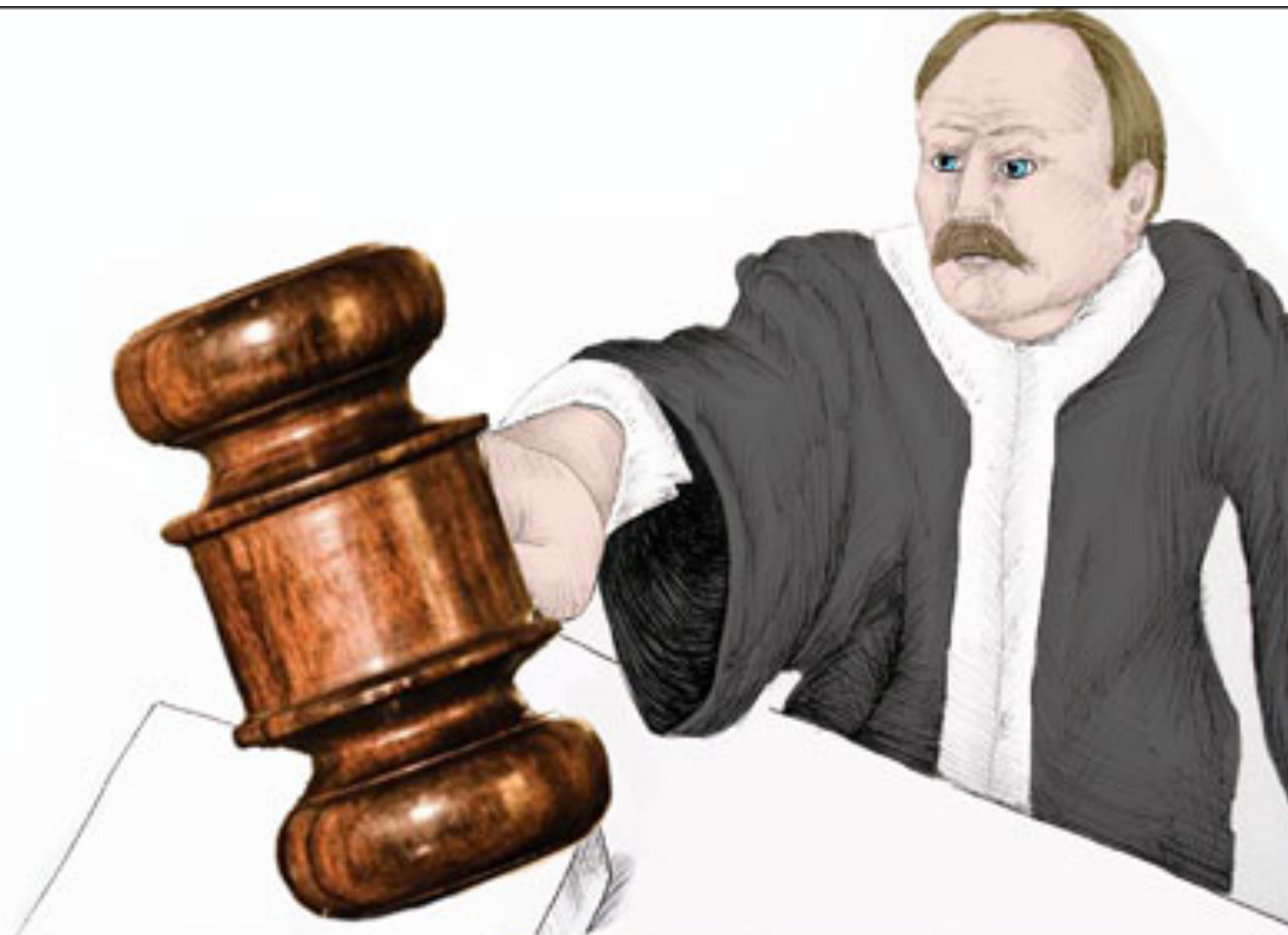
Creativity – what holds us back?



<http://hbr.org/2012/12/reclaim-your-creative-confidence>

Fear of the messy unknown





JUDGEMENT

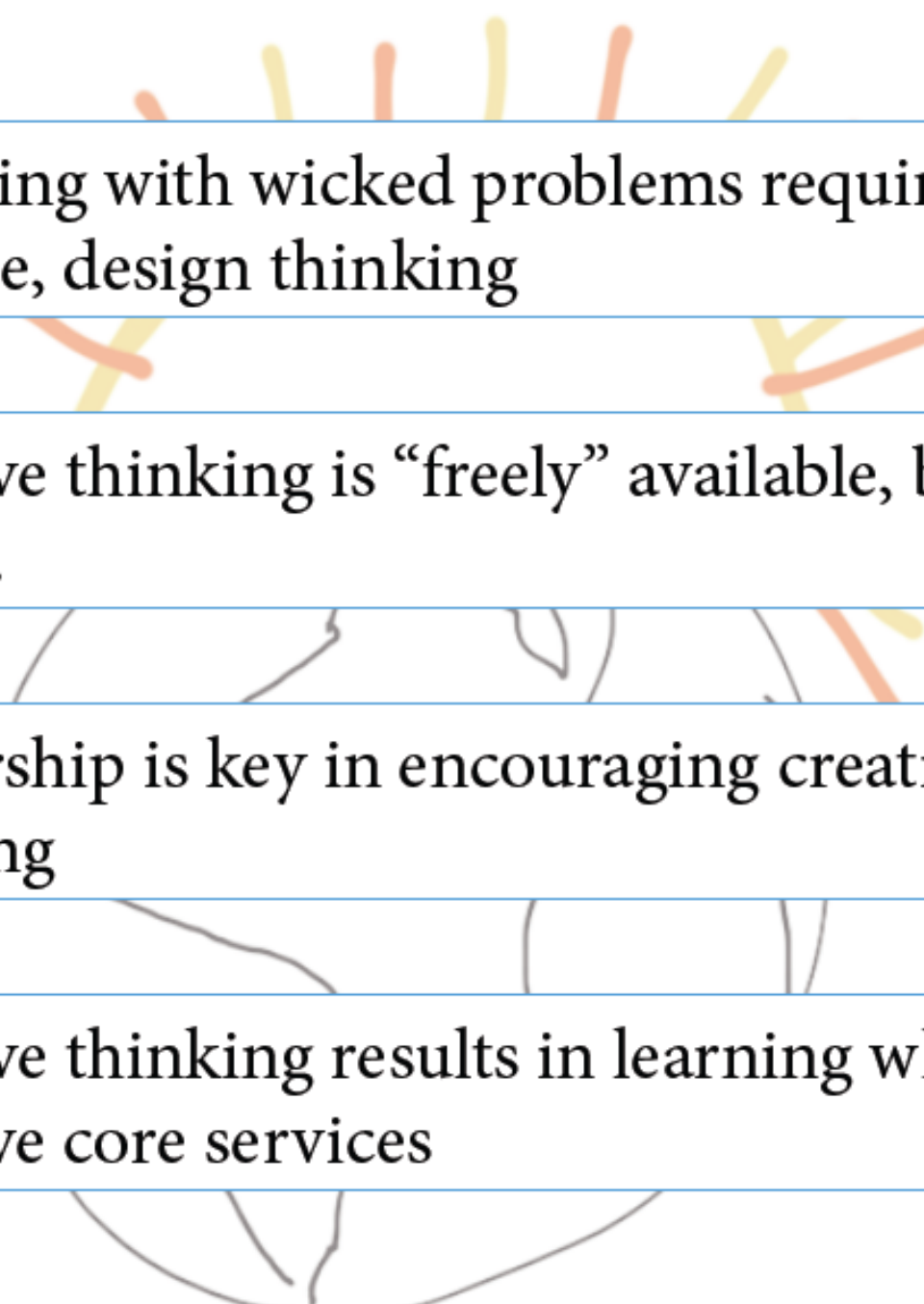
Fear of first step



Fear of Loss of Control







Wrestling with wicked problems requires creative, design thinking

Creative thinking is “freely” available, but fragile.

Leadership is key in encouraging creative thinking

Creative thinking results in learning which can improve core services

Disruption in Higher Ed

Role of IT - Discussion

- Process for creative work to support innovation at your campus
 - If there is not currently a process, what steps can you take to encourage this change?
- How “outside of the box” do you need to be to do creative thinking?
- How to initiate evolutionary AND revolutionary services for current and new audiences?

MOOCs and Online Learning Beyond 2012: Is This Time Different?

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Vice Provost for IT and CIO
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This time is different!



Our leadership at all levels is needed!



We are all creative!



Get involved!



Build your Networks!



Make yourself part of the solution!



Resources

- **“Two Loop theory of Change”** [Deborah Frieze](#)

<http://youtu.be/SGaIGWbX44w>

- **“Deliberately un-deliberate: a meditation on method”**

Presentation at Horizon Summit, Jan 2013 . Slides used by permission: Malcolm Brown, EDUCAUSE Learning Initiative mbrown@edUCAUSE.edu

Reference to video

<https://itunes.apple.com/us/itunes-u/2013-nmc-horizon-project-summit/id613555948>

- **“Fighting the Fears that Block Creativity”** - Harvard Business Review

by Tom Kelley and David Kelley blogs.hbr.org

http://blogs.hbr.org/cs/2012/11/fighting_the_fears_that_b.html