



PRESENTATION HANDOUT

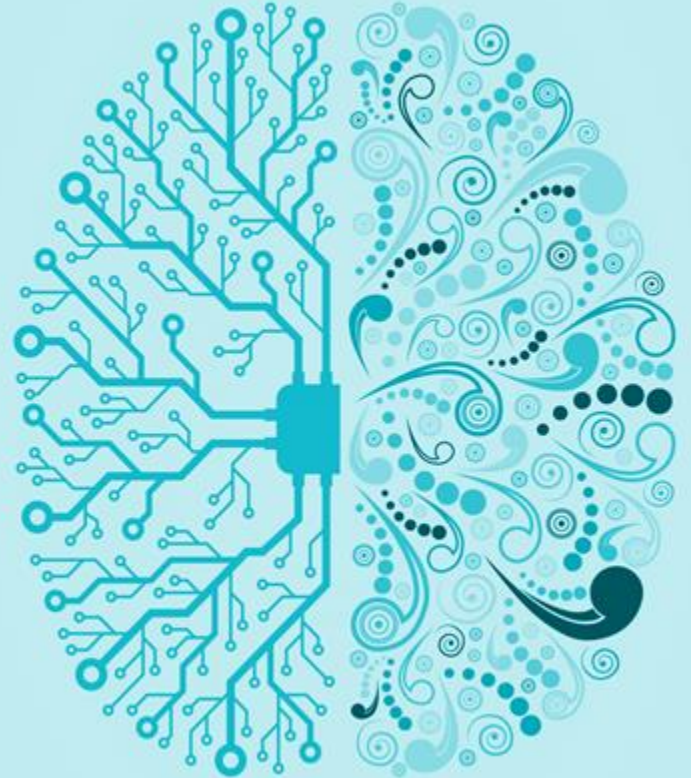


The Key to Staying Relevant

EXPLORING DISRUPTION IN HIGHER EDUCATION

SESSION COMMITMENTS

1. Start with YES
2. Listen with an open mind
3. Be present
4. Share the air



CLAIM: Higher Education is in the middle of an industry disruption.

STRATEGY:



Standing still is the new
going backwards.

Disruption: Radical change to an existing industry or market due to technological innovation.

- *Google's English Dictionary Oxford Languages*

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Historic Examples

- Land Grant Institutions
- World War II
- Community & Technical Colleges
- Digital Evolution & Internet
- COVID-19

Recent Examples

- State Funding
- Economic Boom or Crash
- Political Landscape
- Population & Demographic Changes
- Private Opportunity Vs Public Right
- Value of a Degree



CHANGE THE NARRATIVE ABOUT CHANGE.

Change is coming.

Take cover.

Survive.

Fight or Flight.

Risk.

VS

Change is constant.

Let's train for it.

Embrace it.

Build Resilience.

Opportunity.

TAKE HOME TIP

1



LEANING INTO THE FUTURE



EDMONDS
COLLEGE



BECOME A FUTURIST

TAKE HOME TIP

2

1. Include a future lens in the strategic planning process
2. Imagine the future first, and back cast your plan
3. Include leaps of magnitude, not just continuous improvement at the margins

What **market signals** should we be paying attention to?



What **unmet needs** exist that the college should fill?



Today's Market Signals

1. Shifting Value Proposition of Higher Education
2. Rise in Skills-Based Marketplace
3. Degrees are Less Valued by Employers
4. Just-in-time Educational Models
5. Colleges as Businesses | Students as Customers



Today's Innovators

1. Competency-Based and Adaptive Learning Programs
2. Micro Credentials and Professional Certificates
3. Anytime, Anywhere Delivery Models
4. Highly Customized Experience at a Mass Scale
5. Industry-Led and Career Focused Curriculum



WHY

does innovation
happen?



- 1. Curiosity**
- 2. Solves a problem**
- 3. Improves customer experience**
- 4. Saves time or money**
- 5. Spontaneous discovery**
- 6. Staying relevant**

A person is holding a lit sparkler, which is emitting bright, golden sparks. The person is wearing a grey, textured sweater. The background is a dark, muted blue-grey color. A teal-colored horizontal band is overlaid across the middle of the image, containing the text 'INDUSTRY DISRUPTION'.

INDUSTRY DISRUPTION

You can be the disruptor or the disrupted.

Entertainment	Netflix, Blockbuster, Pandora, Spotify, Streaming Services
Airline Industry	Southwest, Allegiant, Frontier, Spirit, Alaska, flying in general
Taxi/Transportation	Uber, Lyft, Dolly
Housing Industry	Redfin, Zillow, Market Value, Housing Bubble
Retail Industry	Amazon, Walmart, Subscription Boxes
Healthcare	Walmart, Amazon, Apple Health Records, Haven
Print Media	Digital News, Pinterest, Blogs, Twitter
Finance Industry	Digital Banking, Policy Genius, Geico, Lemonade



HOW

does innovation
happen?



EMBRACE AN ADAPTIVE CULTURE

TAKE HOME TIP

3

1. Model a Futurist Mindset
2. Shift to Outside-In Lens
3. Become Customer Obsessed
4. Actively Manage Change
5. Anticipate Fear and Resistance
6. Calculate Return on Investment
7. Expect and Accept Failure

An iceberg floating in the ocean. The tip of the iceberg is visible above the water surface, while the much larger, submerged part is visible below. The water is a deep blue, and the sky is a lighter blue with some wispy clouds. The text "CHANGE IS NOT EASY." is overlaid in yellow on the submerged part of the iceberg.

CHANGE IS NOT EASY.

Transactional Change



**BOLD NEW
INNOVATION**

Change Management

Customer Obsession

Fear and Resistance

Messy and Nonlinear

High Uncertainty and Risk

Try and Try Again

Trailblazing

Adaptive Change
Requires **Strong
Leadership**

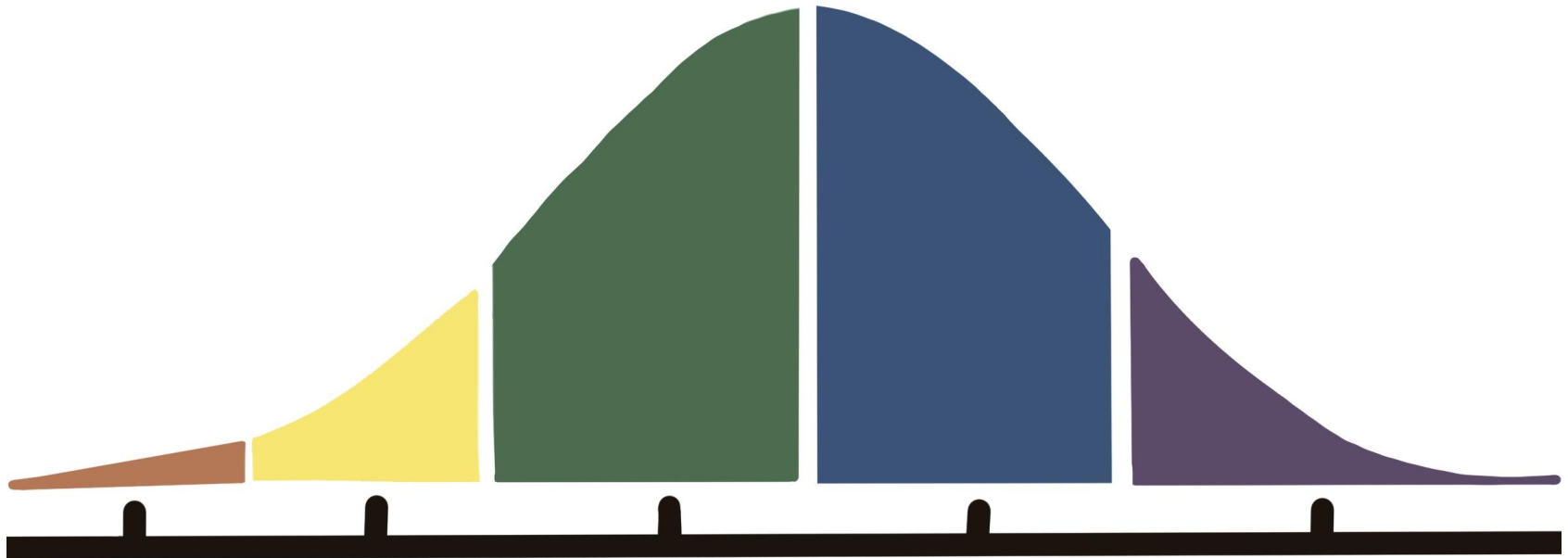


Being positive in a negative
situation is not naive.

It's leadership.

Ralph Marston

Adoption of Change



Innovators
2.5%

Early Adopters
13.5%

Early Majority
34%

Late Majority
34%

Laggards
16%



What does resistance to change look like?

1. **Emotion:** fear, loss, sadness, anger, anxiety, frustration, depression, focus on self
2. **Disengagement:** silence, avoidance, ignoring communications, indifference, apathy, low morale
3. **Work Impact:** reduced productivity/efficiency, non-compliance, absenteeism, mistakes
4. **Acting out:** conflict, arguments, sabotage, overbearing, aggressive or passive aggressive behavior
5. **Negativity:** rumors/gossip, miscommunication, complaining, focus on problems, celebrating failure
6. **Avoidance:** ignoring the change, reverting to old behaviors, workarounds, abdicating responsibility
7. **Building barriers:** excuses, counter-approaches, recruiting dissenters, secrecy, breakdown in trust
8. **Controlling:** asking lots of questions, influencing outcomes, defending current state, using status



COMMUNICATE WITH YOUR PEOPLE


TAKE HOME TIP

4

1. WHY the change is needed.
2. Secure SPONSORSHIP from the top
3. Describe what the FUTURE STATE will look like.
4. Don't forget the MIDDLE MANAGERS—they will carry the banner and address the most resistance to change.
5. Reinforce new behaviors and CELEBRATE CHANGE MILESTONES.

What's In It For Me?

- The impact on their work
- The trustworthiness of people communicating the change
- Personal factors, including finances, age, health, mobility, and family status
- The change's alignment with their value system
- The organization's history of handling change



“It is not the strongest of the species that survives,
nor the most intelligent;
it is the one most adaptable to change.”
— Charles Darwin



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DANIELLE CARNES, M.S.
Vice President for Innovation and
Strategic Partnerships



SCAN ME



*My LinkedIn
Profile*

RESOURCES

Future of Higher Education

[The Rationale for Merging 5 Colleges in Minnesota](#)

[Building Pathways to College, Career Success](#)

[Video: A Time for Leadership: Arthur Levine and Scott Van Pelt discuss the future of Higher Education](#)

[What are Student Success Leadership Teams?](#)

[How One Innovative President Sees the Unknown Future of Higher Ed Developing](#)

[Higher Education's Role in Solving The Workforce Gap](#)

[What Skills-Based Hiring Means for Higher Education](#)

[Experts Weigh In: Colleges Must Start 'Operating More Like Businesses'](#)

[Disruption and the Future of Higher Education](#)

[Remedial Education: A Pathway or a Roadblock?](#)

[Two Studies Show Gen Z, Companies May Not Want 4-Year Degrees](#)

[While Many Colleges are Making Big Cuts, A Few Opt for Permanent Transformation](#)

[Big Changes are Coming to the Federal Aid System. Here's Why They Matter.](#)

[Fact or Fiction: Video Games are the Future of Education](#)

[The 60 Year Curriculum: A Strategic Response to a Crisis](#)

RESOURCES

Future of Workforce

[Why Many Employers are Ditching 4-Year Degree Requirements](#)

[The Emerging Degree Reset: Skills Based Hiring](#)

[Growth of Credentials Presents Implications, Opportunities](#)

[Long Disparaged, Education for the Skilled Trades is Slowly Coming into Fashion](#)

[The Project Economy Has Arrived](#)

[Rethinking and Resetting Workforce Development](#)

[Skills Required: How Higher Ed Can Meet the Needs of Learners and Employers in a Skill-Based Economy](#)

[Microcredentials Promote Continuous Learning and Build an Agile Workforce](#)

[Moving Forward with Flexibility](#)

[Google Has a Plan to Disrupt the College Degree](#)

[The Changing Landscape of Employment](#)

[New Collar Workers: Who Are They and How Are They Contributing To Our Labor Shortage?](#)

[New Collar Jobs Are New Pathways to Employment](#)

[Future of Work in America](#)

[Future Proof: An Upskilling Primer](#)

RESOURCES

Changing Demographics

[Why 50% of Gen Z Say They See Less Value In College Degrees](#)

[Enrollment Plummets at Washington's Colleges, Especially Among Men](#)

[The 5 Ways Colleges Can Reverse Trend of Students Stopping-Out](#)

[Teens Cool Toward Four-Year College, Warm Up To CTE](#)

[It's Just Too Much: Why Some Students are Abandoning Community Colleges](#)

[Losing a Generation: Fall College Enrollment Plummets for First Year Students](#)

[What do Demographic Projections Mean for Colleges?](#)

[What Makes Stopped Out Students More Likely to Return to College](#)

[6 Key Questions about Nontraditional Students](#)

[Who's Going Back To College?](#)

[Community Colleges Need to Evolve as Students Needs Do](#)

RESOURCES

Changing Demographics

[Two Ideas That Just Might Keep Students Enrolling](#)

[President Series: The Small University that Continues to be "Relentlessly Relevant"](#)

[The College Wealth Premium Has Collapsed](#)

[The Amazon Effect: How eCommerce will Change in 2019 and Beyond](#)

RESOURCES

Thinking Like a Futurist

[Q&A: Planning for the Futures - New Mindset --> New Results](#)

[The Power of Optimism in the Workplace](#)

[Building Your Risk Immune System](#)

[5 Principles to Thinking Like a Futurist](#)

[The Design Thinking Process: Video](#)

[The future of AI is Weirder than You Think: TED Talk](#)

[Trendspotting for Continuous Foresight](#)

RESOURCES

Post-COVID Landscape

[Don't Blame the Pandemic for Worker Discontent](#)

[Work From Home Spurs Blue Collar Americans To Seek Career Shifts](#)

[The Pandemic Pushed Universities Online. The Change Was Long Overdue.](#)

[It's Just Too Much: Why Some Students are Abandoning Community Colleges](#)

[8 Predictions on How Technology Will Impact Our Lives in the Coming Year](#)

[Top IT Issues, 2021: Emerging From The Pandemic](#)

[Displaced Workers Haven't Returned to College for a Fresh Start. Here's What Might Bring Them Back.](#)

[How the Pandemic Worsened - and Highlighted - Community Colleges' Chronic Challenges](#)

[The ADQ Approach to Developing an Institutional Online Learning Strategy](#)

[Community Colleges Can Be Engines Of Economic Recovery](#)

[Student Focused College: CIO Perspective](#)

[Now or Never: Surviving in a Post-Pandemic world](#)