GATES FOUNDATION
ACAO DIGITAL FELLOWS GRANT
FIRST CONVENING

DESIGN THINKING ON DIGITAL LEARNING session notes
JULY 17, 2017 1:30 – 4:15 PM

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SEE DESIGN QUAKE SLIDES IN CONJUNCTION WITH NOTES BELOW

KEY DRIVERS OF SUCCESS TO IMPLEMENTING TRANSFORMATIVE CHANGE ON CAMPUS:
- GROUP 1:
  - Communication
  - Linking faculty to resources
  - Focus on data analytics in clear, relatable ways
  - Culture shifts
  - Infrastructural change
- GROUP 2:
  - Get the right people on the bus
  - Timing is everything (urgency, need)
  - Demonstrate benefits (visualize) and minimize loss
  - Challenge conventional wisdom – asking "why do we do things this way?"
  - Communicate – Build trust – Break down silos
  - Use policy levers and align them with desired outcomes
- GROUP 3:
  - Defining the problem (including multiple perspectives)
  - Building trust – (examine the data)
    - Two points above are interconnected
  - Plan – Implement – Revise; reduce planning time and implement before we feel ready and iterate based on success/failure/feedback
- GROUP 4:
  - Mission driven
  - Persistance + "Passion" – even when obstacles get thrown at us, we as CAOs remain passionate and persistent in success
  - Efficacy

- ▪ Consider budget creativity, building relationships, acknowledgement, efficiency and thoughtful scaling of process
- GROUP 5:
  - o Transparency and communication
  - o Data – making the case
  - o Relationships
  - o Budgets

CONCERNS/FEARS OF DIGITAL FELLOWS IN TAKING ON THIS DIGITAL LEARNING PROJECT:

- GROUP 1:
  - o Linking resources to initiatives
  - o Focus on student success
  - o Sustainability of initiatives
  - o Infrastructure
  - o Initiative fatigue
- GROUP 2:
  - o Lack of institutional/upper level peer support (risk aversion)
  - o What is courseware – why constrain ourselves to just courseware
  - o Will I have enough time to meet expectations
  - o Stepping in front of others with responsibility for Digital Learning on campus
  - o Positive: chance to do something I want to do – opportunity
- GROUP 3:
  - o Concern about so many initiatives – so much to do!
  - o Connecting the dots – tie everything to student success
  - o Concern about structure – "street cred" of non-IT CAOs leading this effort
- GROUP 4:
  - o What is the model?
    - ▪ Better understanding of who your students are
    - ▪ Adaptability – breaking the mold
    - ▪ Budget scalability
    - ▪ Who is (are) champions – related: learning communities
- GROUP 5:
  - o Faculty workload/motivation
  - o Faculty partners – beyond the champion
  - o Selecting the faculty partner
  - o Sustainability and resources – will this last once we're gone?
  - o Transition – moving out the project

DRIVERS/CONCERNS THAT ROSE TO THE TOP FOR THE GROUP AS A WHOLE:

- Building a case statement around students (and their success)
- Linking the project to resources

- Defining success
- Finding the time (CAO time)
- Strong communication plan with multiple stakeholders
- Listen to where faculty are and provide support
- Create a plan for sustainability

IDEATION:

We worked in groups to come up with ideas that answered three of these drivers or concerns phrased as "How Might We…."

The three ideation questions were:

1. How might we engage our key stakeholders (faculty, students, admin) in this process/project? [transparent communication is one sub idea discussed]
2. How might we "find the time" for ourselves to work on this project?
3. How might we keep a focus on student success throughout the project?

The top ideas generated by the groups to answer these questions:

- Small grant competition
- Data dashboard
- Point person (could be champion or other)
- Develop a mantra or slogan that everyone on project knows and uses
- Have 1-on-1 conversations (empathy interviews!)
- Tie this to the Strategic Plan
- Reward productivity
- Assessment
- Use existing governing committees in place
- Use predictive analysis
- Travel – take people on campus to other universities
- Student involvement
- Faculty engagement
- Incentives and recognition
- Data support
- Celebrate where we are at various stages in the project
- Faculty fellows program
- Delegate CAO duties
- Document successes and student stories
- Tie to student learning outcomes
- Make students part of the team
- Bundle with other initiatives