2023 Presidents Institute

Design Thinking for Presidents

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Challenges

Below are four Challenge Questions. These challenges all flow into designing the future of independent higher education. Which Challenge Question most influences the vision, mission, strategy, values, and history of the college or university you lead?

Choose one of the Challenge Questions below. During the day, you'll apply Fluid Hive's DTQ15 — questions for leading design thinking — to how you might answer this question.

How might we lead independent higher education **business model adaptation** and change?

How might we create new ways independent colleges and universities can lead in support of **democracy and civic engagement**?

How might we realize the dream of truly **equitable education** in a demographically changing nation?

How might we create mission-driven responses to **networked digital information's** pedagogical, intellectual, economic, political, and social implications?

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Framing

Framing is about finding and describing a valuable starting problem. You've chosen a Challenge Question from the last page, now answer the three Framing questions from the DTQ15 to focus and go deeper.

Q1: What problem are you trying to solve?

Q2: How do the people living the problem, or the people who are the problem's beneficiaries, understand the problem?

Q3: How might you describe the better world created by solving this problem?

Exploring

Exploring is where we listen to people, gather evidence, and reveal insights about a challenge. The Exploring questions below are phrased as you would ask them. For today, capture ideas about actions that might put you in a position to answer each question well.

Q4: How are you using qualitative and quantitative research to understand and reframe the problem?

Q5: How are you listening to the people experiencing the problem?

Q6: How has your research shaped and identified what a good solution should do?

Generating

This part isn't about creativity. It's about discipline. Generating ideas that matter happens when we are guided by what we learned while Framing and Exploring. This exercise will help you Generate ideas for your Challenge Question and experience the thinking that asking the Generating questions encourages.

Q7: How are you creating or helping people create ideas based on what a good solution should do?

Solution Guide: A good solution will ...	3 different ways you might make that happen

Q8: How are you creating or guiding the creation of ideas that are uniquely possible here and build on our talent, assets, values, and history?

Q9: How are you involving people affected by the problem in creating ideas?

Ideas from group:

Prototyping

Prototyping is "making to learn." Prototyping makes its best contributions to our outcomes when 1) we have multiple competing solutions, and 2) we incorporate what we learn into the creation process. Below, you'll experience the value of considering competing responses to your Challenge Question.

Q10: What are the competing solutions you are using to learn what will perform well?

What would you do or cause to be done if you only had 90 days to launch an initiative that responds to your Challenge Question?

In-my-sleep Version	Exceed-my-limits Version
Ignite: Days 1 to 15	Ignite: Days 1 to 15
Accelerate: Days 16 to 60	Accelerate: Days 16 to 60
Sustain: Days 61 to 90	Sustain: Days 61 to 90

Q11: What have you learned from testing competing solutions and feedback from the people you serve?

Q12: How are you using what you've learned to refine solutions and choose among them?

How might you encourage your leaders to make to learn?

Cultivating

People often stop thinking and solving like a designer after choosing a solution, but implementation is part of the design process. The Cultivation questions make sure the benefits of design thinking extend into making sure our solutions survive contact with the world.

Q13: How have you involved the people who will deliver and maintain the solution in implementation planning?

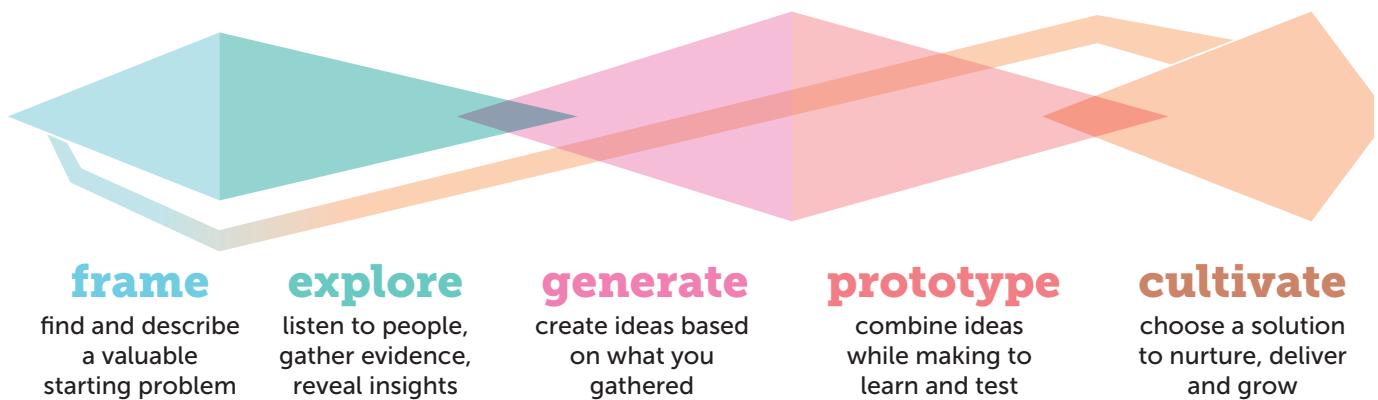**Q14:** What signals will you listen to to refine the solution after it launches?

Q15: How will you protect this solution from the systems it intersects with and shifts in institutional priorities?

Fluid Hive's DTQ15
Questions for Leading Design Thinking

Help people think and solve like a designer. Ask questions from Fluid Hive's DTQ15 during conversations and meetings. You'll fuel your innovation culture and fold design thinking into how your college or university is designing the future.

Fluid Hive's Design Thinking Process

frame
find and describe a valuable starting problem

explore
listen to people, gather evidence, reveal insights

generate
create ideas based on what you gathered

prototype
combine ideas while making to learn and test

cultivate
choose a solution to nurture, deliver and grow

Fluid Hive's DTQ15 condenses our design thinking process into fifteen questions.

Framing Questions

Q1: What problem are you trying to solve?

Q2: How do the people living the problem, or the people who are the problem's beneficiaries, understand the problem?

Q3: How might you describe the better world created by solving this problem?

Exploring Questions

Q4: How are you using qualitative and quantitative research to understand and reframe the problem?

Q5: How are you listening to the people experiencing the problem?

Q6: How has your research shaped and identified what a good solution should do?

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Generating Questions

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Prototyping Questions

Q10: What are the competing solutions you are using to learn what will perform well?

Q11: What have you learned from testing competing solutions and feedback from the people you serve?

Q12: How are you using what you've learned to refine solutions and choose among them?

Cultivating Questions

Q13: How have you involved the people who will deliver and maintain the solution in implementation planning?

Q14: What signals will you listen to to refine the solution after it launches?

Q15: How will you protect this solution from the systems it intersects with and shifts in institutional priorities?

Thank You!

Thank you for exploring with me and the Fluid Hive facilitation team. We're excited to see how asking these questions helps you design the future of independent higher education.

Dawan

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Helping people think and solve like a designer.

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