2023 Presidents Institute
Design Thinking for Supporters

Experience Leader
Dawan Stanford
President, Fluid Hive

Council of
Independent
Colleges

Challenges

Below are four Challenge Questions. These challenges all flow in to designing the future of independent higher education. Which Challenge Question furthers the vision, mission, strategy, values, and history of the colleges or universities you serve?

During the day, you'll apply Fluid Hive's DTQ15 — questions for leading design thinking — to how you might help colleges and universities answer the Challenge Questions below.

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?

Framing

Framing is about finding and describing a valuable starting problem. How might you serve a college or university wrestling with each of these Challenge Questions? Write a few notes under each, then choose one and make notes on how you might respond if a college president asked you the three Framing questions from the DTQ15.

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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

Exploring is where we listen to people, gather evidence, and reveal insights about a challenge. The Exploring questions below are phrased as a president or leader might ask them. For today, capture ideas for the actions that might put you in a position to answer each question about your Challenge Question.

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?

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 service and product ideas for your Challenge Question.

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 service or product might you create or enhance that would help a college answer your Challenge Question and create a solution?

In-my-sleep Version	Exceed-my-limits Version
Offering Name	Offering Name
Brief Description	Brief Description
Key Actions	Key Actions
Key Outcomes	Key Outcomes

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 incorporate more making to learn into your organization?

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?

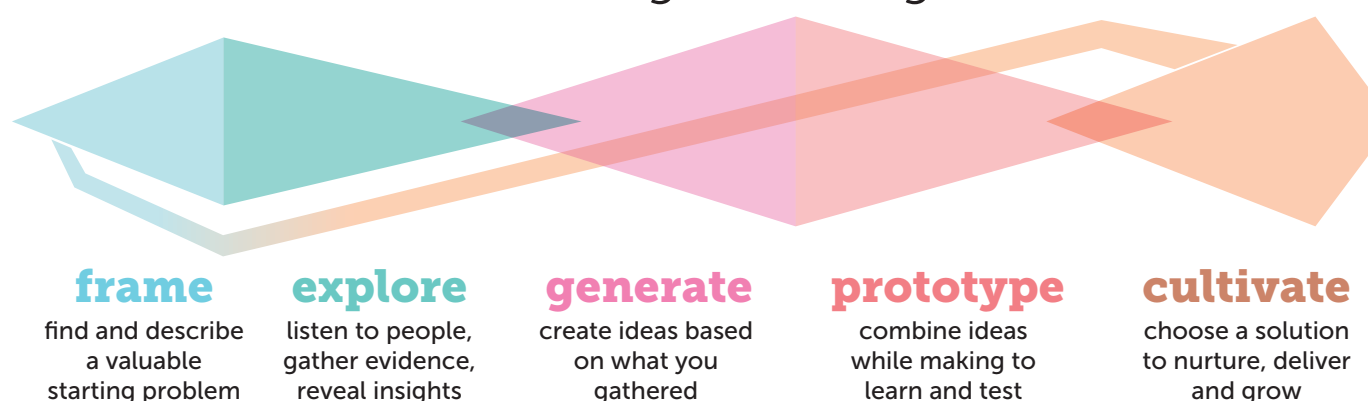**Q14:** What signals will you listen to to refine the solution after it launches?

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 organization is designing the future.

Fluid Hive's Design Thinking Process

frame	**explore**	**generate**	**prototype**	**cultivate**
find and describe a valuable starting problem	listen to people, gather evidence, reveal insights	create ideas based on what you gathered	combine ideas while making to learn and test	choose a solution to nurture, deliver and grow

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

Framing Questions

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Exploring Questions

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Generating Questions

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Prototyping Questions

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Cultivating Questions

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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

Dawan Stanford
President, Fluid Hive
ideas@fluidhive.com

Helping people think and solve like a designer.

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