2023 PRESIDENTS INSTITUTE
Designing the Future
Experience Sponsor
Welcome!

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What is Design Thinking?

The discipline of finding human problems worth solving and creating viable new offerings in response.
The Road Ahead
Fluid Hive’s Design 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
Challenge Questions
Challenge Questions

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 digital transformation’s pedagogical, intellectual, economic, political, and social implications?
Fluid Hive’s Design 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 Design Process

frame  explore  generate  prototype  cultivate
Fluid Hive’s DTQ15
Questions for Leading Design Thinking
Framing
find and describe a valuable starting problem
What problem are you trying to solve?
How do the people living the problem, or the people who are the problem’s beneficiaries, understand the problem?
How might you describe the better world created by solving this problem?
Design Story
Experience Workbooks

**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?

- 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?

**Presidents**

During the day, you’ll apply Fluid Hive’s DTQ35 — questions for leading design thinking — to how you might answer this question.

**Supporters**

During the day, you’ll apply Fluid Hive’s DTQ35 — 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?
Experience Workbooks

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 DTG15 to forest and go deeper.

Q1: What problem are you trying to solve?
Q2: How do the people facing the problem or the people impacted by the problem feel about the problem?
Q3: How might you describe the social world created by solving this problem?

Presidents

Supporters

Fluid Hive
Chose Your Challenge Question

Presidents
Choose a Challenge Question to work on. After you choose, write notes on the three framing questions and how you might answer them in relation to that Challenge Question.

Supporters
Consider how you or your organization best support a college working on each of these challenges? Next, choose one of the four Challenge Questions. How might you respond if a President asked the three Framing Questions? Write down your thoughts.
What did you choose?

At each table, starting with the person closest to me:

**Presidents**
Share the Challenge Question question you chose.

**Supporters**
Share the Challenge Question you might support well.
Exploring
listen to people, gather evidence, reveal insights
How are you using qualitative and quantitative research to understand and reframe the problem?
How are you listening to the people experiencing the problem?
How has your research shaped and identified what a good solution should do?
A tiny Design Rant
Experience Workbooks

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.

Exploring Questions

Q6: How are you using qualitative and quantitative research to understand and inform the problem?

Q7: How are you talking to the people experiencing the problem?

Q8: How has your research informed and identified what a good solution could be?

Q9: How are you talking to the people experiencing the problem?

Presidents

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

Q6: How are you using qualitative and quantitative research to understand and inform the problem?

Q7: How are you talking to the people experiencing the problem?

Q8: How has your research informed and identified what a good solution could be?

Q9: How are you talking to the people experiencing the problem?
How might you explore?

Presidents & Supporters

Work independently and silently. Take notes on how you might respond to Questions 4, 5 and 6 on page 3 of your workbooks.
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Break

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PIONEER College Caterers
Find a partner.

You can’t take cliff selfies.
Give your partner gifts.

With you partner, share your Challenge Question and your qualitative research and listening ideas from Q4 and Q5. Give your partner ideas and questions about what else they might explore.
Find a NEW partner.

(Ok, getting weird is optional.)
With your **NEW** partner.

Q6. Discuss how you might ensure that this research is used to identify what a successful solution to your Challenge Question should do.
Generating
create ideas based on what you gathered
How are you creating or helping people create ideas based on what a good solution should do?
How are you creating or guiding the creation of ideas that are uniquely possible here and build on our talent, assets, values, and history?
How are you involving people affected by the problem in creating ideas?
Example
# Experience Workbook

## 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.

<table>
<thead>
<tr>
<th>Q1: How are you creating or helping people create, consider, or make a good solution?</th>
<th>Solution Guide: A good solution will...</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3 different ways you might make that happen</td>
</tr>
</tbody>
</table>

| Q2: How are you involving people affected by the problem in creating the solution? |

### Input from group:
A good solution will ... 

Work independently and **silently**.

With your Challenge Question in mind, identify three things a **good solution** should do.
Generate Ideas Using Solution Guides

Generate 3 ideas for each solution guide.
Each idea should be one way to make that solution guide happen.
Go for ideas that are uniquely possible at your college or university.
Expanding Ideas

Yes, and …

Form groups of three (2 if needed).

Each person takes a turn presenting ideas for 2 minutes and the other group members expand on it for 2 minutes.
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Break

Break sponsors

Council of Independent Colleges

HANOVER RESEARCH

NELSON MULLINS
Prototyping
combine ideas while making to learn and test
What are the competing solutions you are using to learn what will perform well?
What have you learned from testing competing solutions and feedback from the people you serve?
How are you using what you’ve learned to refine solutions and choose among them?
Design Story
Experience Workbook

Prototyping

Prototyping is "making to learn." Prototyping makes it easy to test competing solutions, and to incorporate what we learn into the creation process. Below, you’ll experience the value of considering competing responses to your Challenge Question.

Q10. In your competing solutions, you are using to error what will perform well? What would you do if you have to do it? What would you do if you only had 90 days to launch an initiative that responds to your Challenge Question?

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

Q12. How are you using what you have to test competing solutions and choose among them?

More reward you might change your feedback to make it work?
Making Prototypes

Work independently and silently on two 90-day plans: 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? Create an in-your-sleep version and an exceed-your-limits version.
Developing Prototypes

Designate one person as partner A and one person as Partner B. Partner A will share for 4 minutes and receive feedback from Partner B for 3 minutes. **Switch after 7-minutes.** This is quick. Keep track of time and be sure everyone gets to share.
Helping People Make to Learn

How might you encourage your leaders to make to learn?
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?
Helping People Make to Learn

How might you encourage your leaders to make to learn?
More Prototyping Ideas

**Storytelling:** Bringing concepts to life and making them feel real.

**Visualization:** Translating ideas from text to imagery in a clear and compelling way.

**Hubris Hunting:** Surfacing the assumptions behind your ideas.

**We Over Me:** Enjoying co-creation and activelyinviting others to co-create with you.

**Sweet Spot:** Understanding the trade-off between too much and too little detail.

**Walkthroughs:** Vividly visualizing a new experience or concept and making it real.
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Lunch

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HURON
Cultivating
choose a solution to nurture, deliver and grow
How have you involved the people who will deliver and maintain the solution in implementation planning?
What signals will you listen to to refine the solution after it launches?
How will you protect this solution from the systems it intersects with and shifts in institutional priorities?
Experience Workbooks

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.

Q83: How have you involved the people who will define and maintain the solution in implementation or planning?

Q84: What signals will you listen for before the solution is launched?

Q85: How will you protect this solution from the systems it intersects with and shifts in needs and priorities?

Q86: How will you protect this solution from the systems it intersects with and shifts in needs and priorities?

Presidents

Supporters
Hearing from Presidents

Designate a timekeeper at your table. Divide the time among the presidents at your table. Each president shares their thoughts on how they might cultivate a solution to the Challenge Question they chose. Timekeepers alert the table when it is time to switch.
Supporters Respond

**Supporters**, how might you help presidents with the cultivating questions? How might you help with the thorniest parts of what you just heard? Choose a new timekeeper. Divide the time among the supporters at your table.
Presidents on Applying these Design Thinking Tools
Fluid Hive’s Design Process

frame  explore  generate  prototype  cultivate
Leading Design Thinking

DTQ15

Retrospectives

Performance

Rituals
Designing the Future
A Guide for Presidential Leadership

Thank you!
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