



**International Center for
Leadership in Education**

RIGOROUS LEARNING FOR ALL STUDENTS

Taking Charge of Change in Missouri

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A division of Houghton Mifflin Harcourt



Shaping the Industry



Major League Soccer Association
Announce Partnership with SNHU



Department Awards \$75Mil
"First in the World" Grants
to 24 Colleges and Universities



Boston Celtics Announce
Partnership with Southern New
Hampshire University



College for America's *Motivis Learning*
Managing Competency-
Based Learning



COLLEGE SNHU's Online
Enrollment Is Soaring, Just Don't
Compare It To a For-Profit



Blazing the Trail:
Competency-Based Education at
SNHU



On Campus or Online: SNHU is
About Providing Access to a College
Degree



SNHU Wins
Educational Advertising Awards



SNHU's \$10K
Bachelor's Degree = Rethinking Higher
Ed

Leading the Industry



 **SNHU Awarded \$3.9 Million
“First in the World” grant from U.S.
Department of Education**

 **The Amazon of Higher
Education:** How tiny, struggling Southern New
Hampshire University has become a behemoth

The Boston Globe **INNOVATION ECONOMY
Attracting, and keeping, online students**

 **SNHU Named a “Best Buy” for
Online Leadership Program**

 **New Hampshire Business
Review Names SNHU “Best of
Business 2014”**

 **SNHU is Once Again Honored as
Top Military-Friendly School**

 **National Champions**



**12. Southern New Hampshire University
FOR RELENTLESSLY REINVENTING
HIGHER ED, ONLINE AND OFF**

If students leave school
less curious than
when they started we
have failed them.

*

If learners leave their
educational experience
less curious than
when they started we
have failed them.

*

Agenda

- Set the Stage
- Education Landscape
- The Challenge
- Management and “Leadership Needed”
- Advice

Agenda

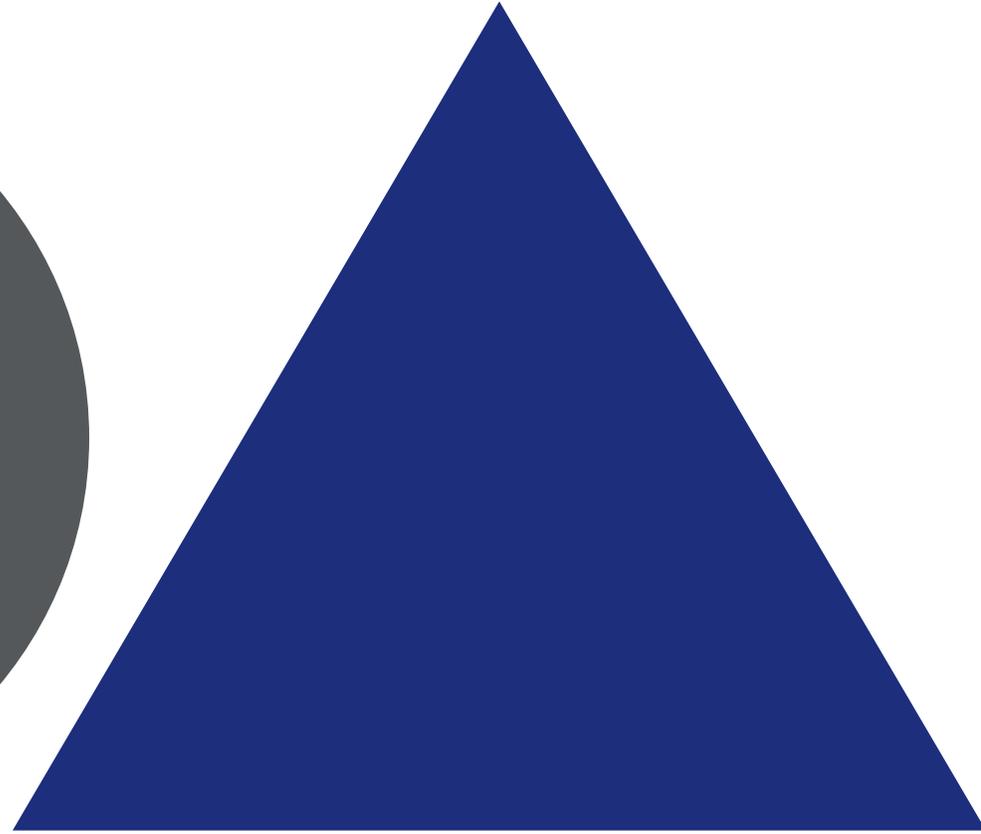
Setting the Stage

**The hardest part of change is
not accepting the new....**

It's in letting go of the old!

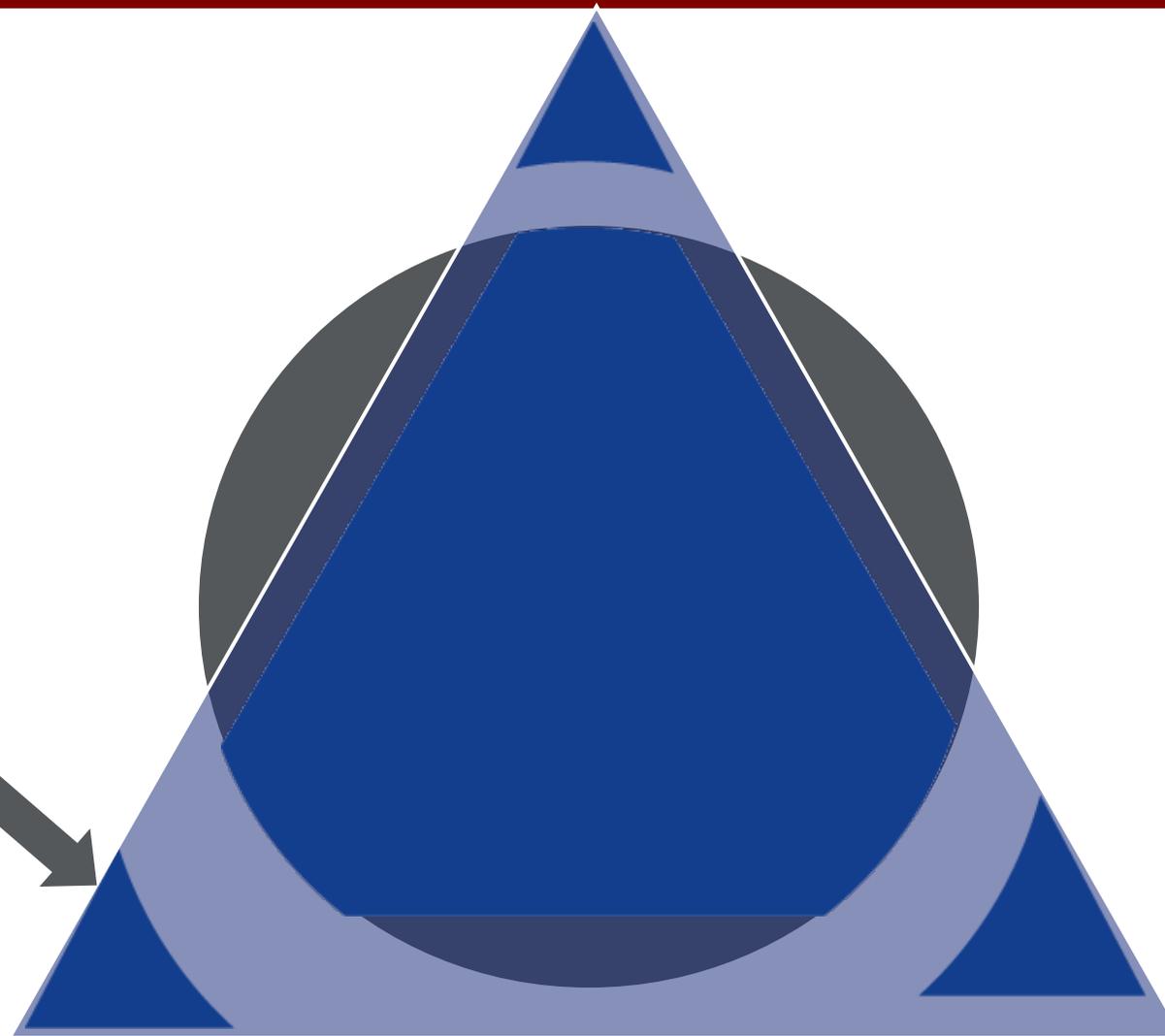


System

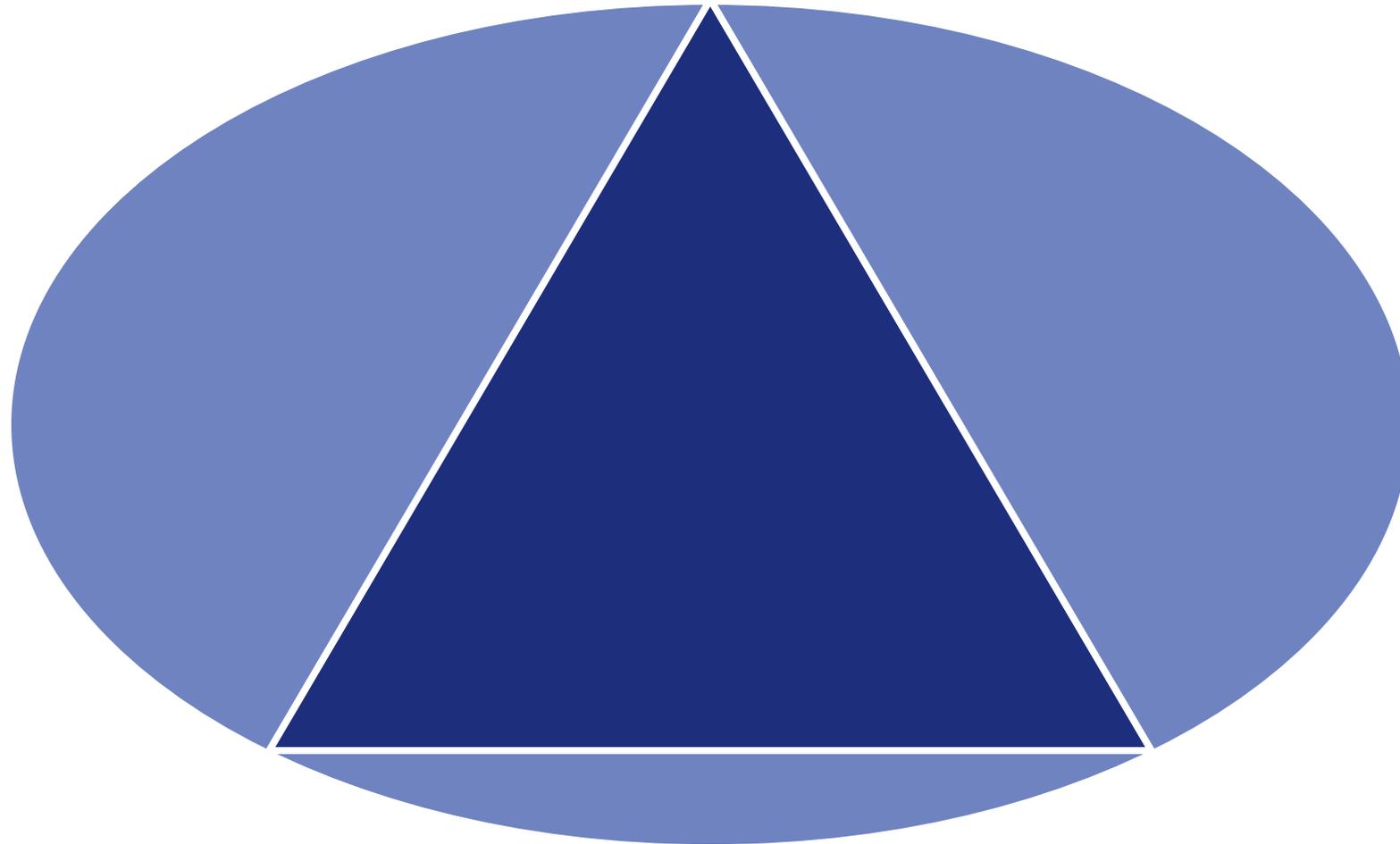


Innovation

Next Practice



Sustaining Innovation



Disruptive Innovation

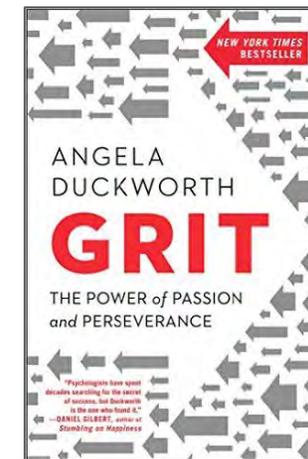
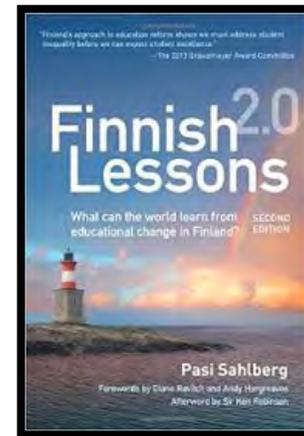
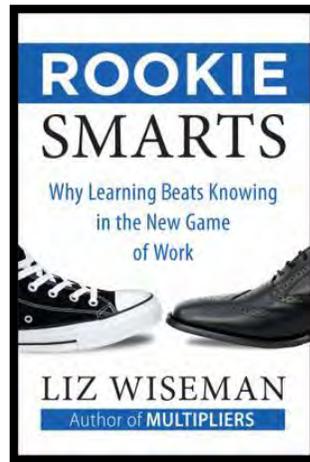
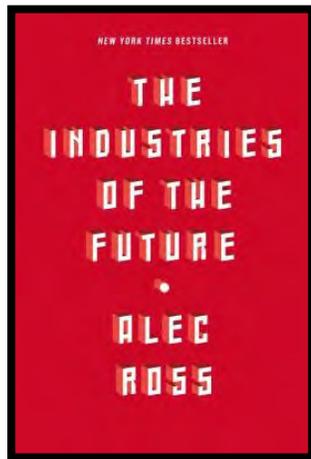
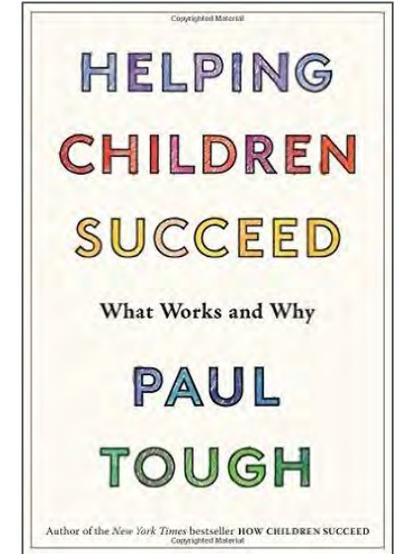
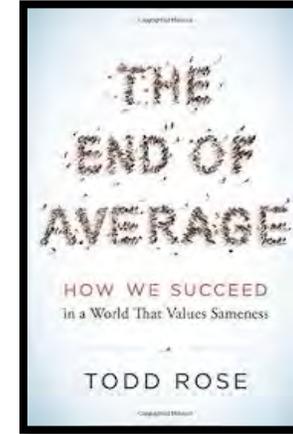
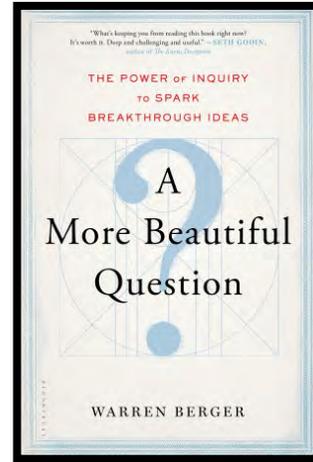
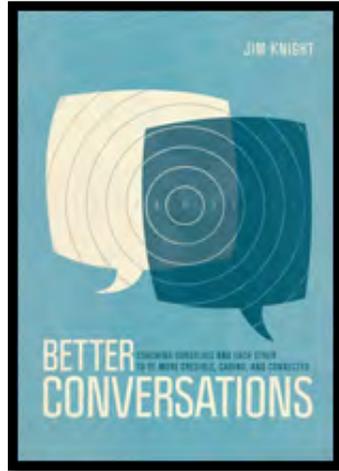
Disruptive Innovation

Creates Positive Turbulence

The arrogance of success is to think that what you did yesterday will be sufficient for tomorrow.

- William Pollard

Recent Reads



Key Messages

Some things that were nice to have are now essential to the system

- A Growth Mindset for Educators
- Innovation is an Essential Skill
- It's about Learning! - Assessment is part of Learning!
- Parallel Initiatives
- There is no "Finish Line"

Operating Excellence

Innovation

***1. Do what we
“Already” do
even better?***

***2. How to invent
a different future
for the student?***

Our biggest challenge is..

The “Status Quo”





We can't build
the future by
perfecting the past!

Change is an opportunity to do something amazing.

Change almost never fails
because it is too early.
It almost always fails
because it is too late.

CHANGE

This doesn't
mean throw
everything out!

Stop Doing
Continue Doing
Consider or Begin Doing



Working alone and thinking that you have nothing to learn about education.



INSTEAD THINK!

How might my experience in education be used in helping a new idea succeed.

*



Pretending education technology has no impact and will eventually go away.



INSTEAD THINK!

How can I show my students & colleagues that I am a life long learner?

*



Ignoring student feedback about the lessons and teaching they experience.



INSTEAD THINK!

Ask students for feedback! Ask them how you could improve on your teaching and communication with them.

Agenda

- **Education Landscape**

**In the World of Education We
Are Currently Witnessing an
Epic Collision of Many Trends**

- **Explosive Growth in Technology**



1 **NEW** DEFINITION IS ADDED ON UPON

1,600+ **READS** ON Scribd

13,000+ **HOURS** **MUSIC** STREAMING ON PANDORA

12,000+ **NEW ADS** POSTED ON craigslist

370,000+ **MINUTES** VOICE CALLS ON skype

98,000+ **TWEETS**

20,000+ **NEW** POSTS ON tumblr.

13,000+ **iPhone** APPLICATIONS DOWNLOADED



QUESTIONS ASKED ON THE INTERNET...

100+ **Answers.com**
40+ **YAHOO! ANSWERS**

25+ **HOURS** **TOTAL** DURATION

600+ **NEW** VIDEOS
YouTube

70+ **DOMAINS** REGISTERED

60+ **NEW** BLOGS

1,500+ **BLOG** POSTS

168 **MILLION** **EMAILS** ARE SENT

694,445 **SEARCH** QUERIES

Google

Google Search

1,700+ **Firefox** DOWNLOADS

50+ **WORDPRESS** DOWNLOADS

695,000+ **facebook** STATUS UPDATES

79,364 **WALL** POSTS

510,040 **COMMENTS**

1 **NEW** ARTICLE IS PUBLISHED

6,600+ **NEW** PICTURES ARE UPLOADED ON flickr

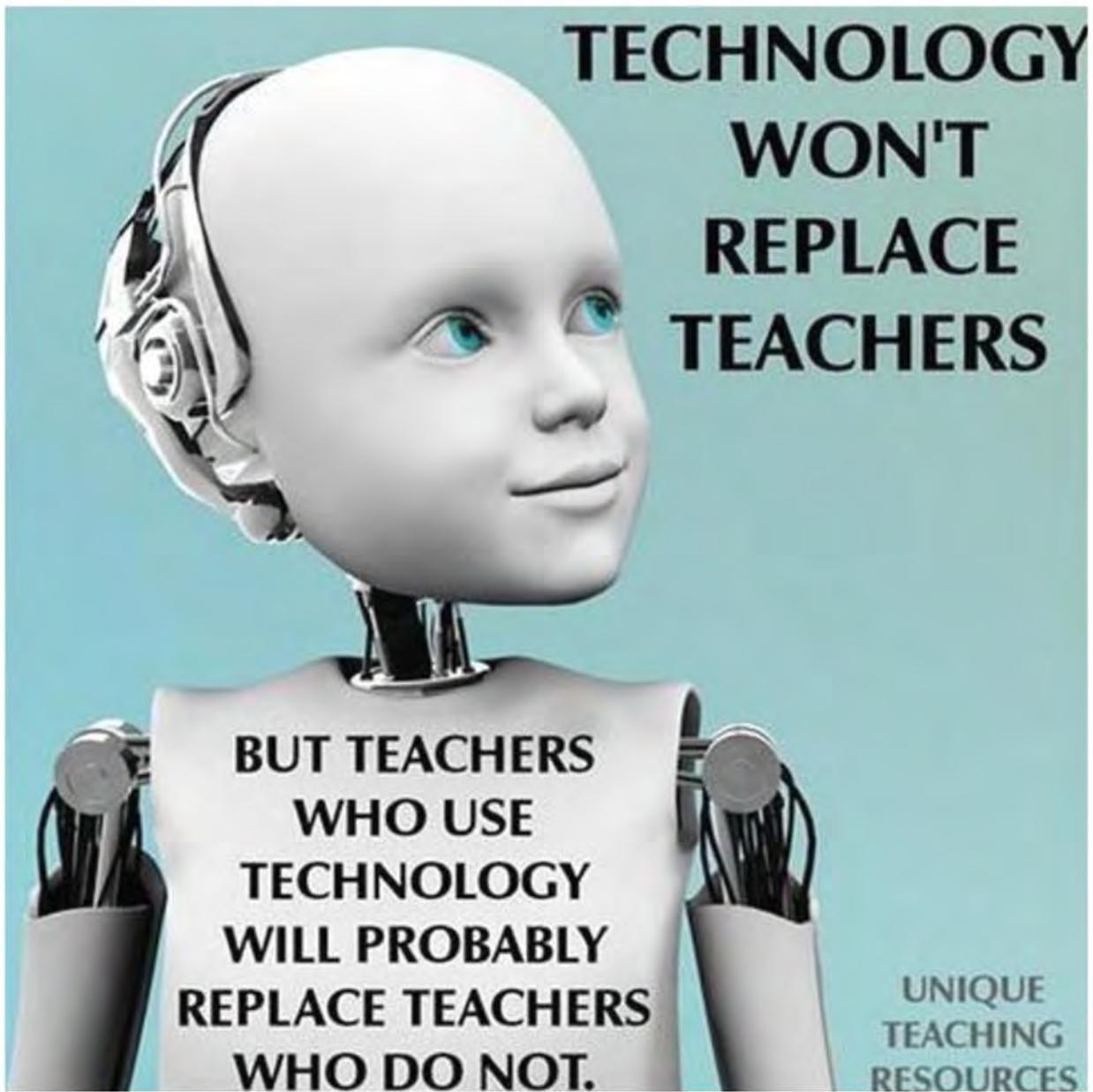
320+ **NEW** twitter ACCOUNTS

100+ **NEW** Linked in ACCOUNTS

THE **WORLD'S** LARGEST COMMUNITY CREATED CONTENT

125+ **PLUGIN** DOWNLOADS





- **Explosive Growth in Technology**
- **Shifting Policy Environment**
- **Major Leaps in Learning Sciences**
- **The Drive Toward Personalization**
- **Economic Pressure on Our Traditional Delivery Model**
- **Widespread Dissatisfaction with the Status Quo**

**Almost everyone wants
schools to be better,
but almost no one wants
them to be different!**

First Different - Then Better

**First practice must
change, then
results, then policy.**

According to repeated nationwide surveys,

More Doctors Smoke **CAMELS** than any other cigarette!

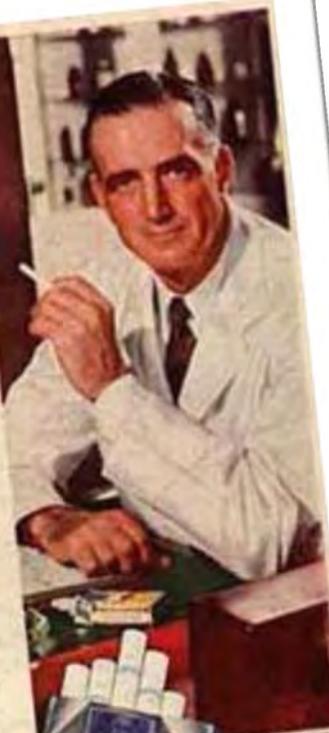
Doctors in every
branch of medicine
were asked, "What
cigarette do you smoke?"
The brand named most
was Camel!

You'll enjoy Camels for the same reasons
so many doctors enjoy them. Camels have
cool, soft nicotine, pack after pack, and
a flavor unmatched by any other cigarette.
Make this week's test: Smoke only
Camels for 30 days and see how well Camels
please your taste. How well they suit
your throat as your steady smoke. You'll
see how enjoyable a cigarette can be!

THE DOCTORS' CHOICE IS AMERICA'S CHOICE!



WOMAN'S CHOICE: "I like
Camels. They don't irritate
my throat and have wonderful
flavor."
MAN'S CHOICE: "I get more
enjoyment from Camels than
any other cigarette."
MAN'S CHOICE: "I prefer
Camels to any other brand."
MAN'S CHOICE: "I like
Camels. They don't irritate
my throat and have wonderful
flavor."



For 30 days, test Camels in your "T-Zone" ("T" for Throat, "T" for Taste).

Re-Imagination of Connectivity...

THEN...



NOW...



Re-Imagination of Photography...

THEN...

Dedicated Camera / Manually
Transfer Digital Files / Develop Films



NOW...

(Instagr.am / Camera+ / Hipstamatic...)
Always With You Camera (Smartphone) /
Instant Digital Effects / Share / Sync / Discover



Re-Imagination of Navigation + Live Traffic Info...

THEN...

Physical Copies of Map in Car /
TV, Radio Reporting of Traffic Info



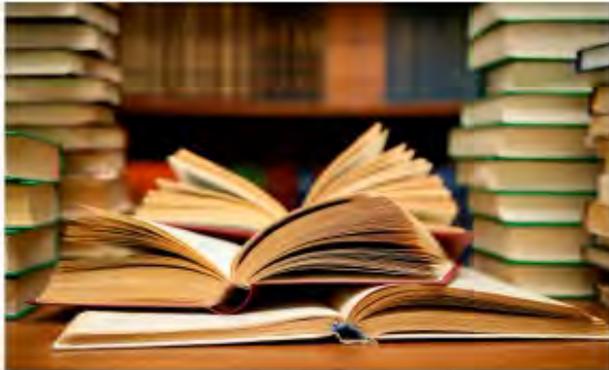
NOW...

(Waze)
User-Generated Digital Map /
Live Crowd-Sourced Traffic Data



Re-Imagination of Books...

THEN...



NOW...

(Amazon Kindle / Apple iBooks)



Re-Imagination of Learning...

THEN...



NOW...



*From learning by listening to learning by doing...
Education and learning will become as much fun as
videogames. And we call it 'full body learning.'*

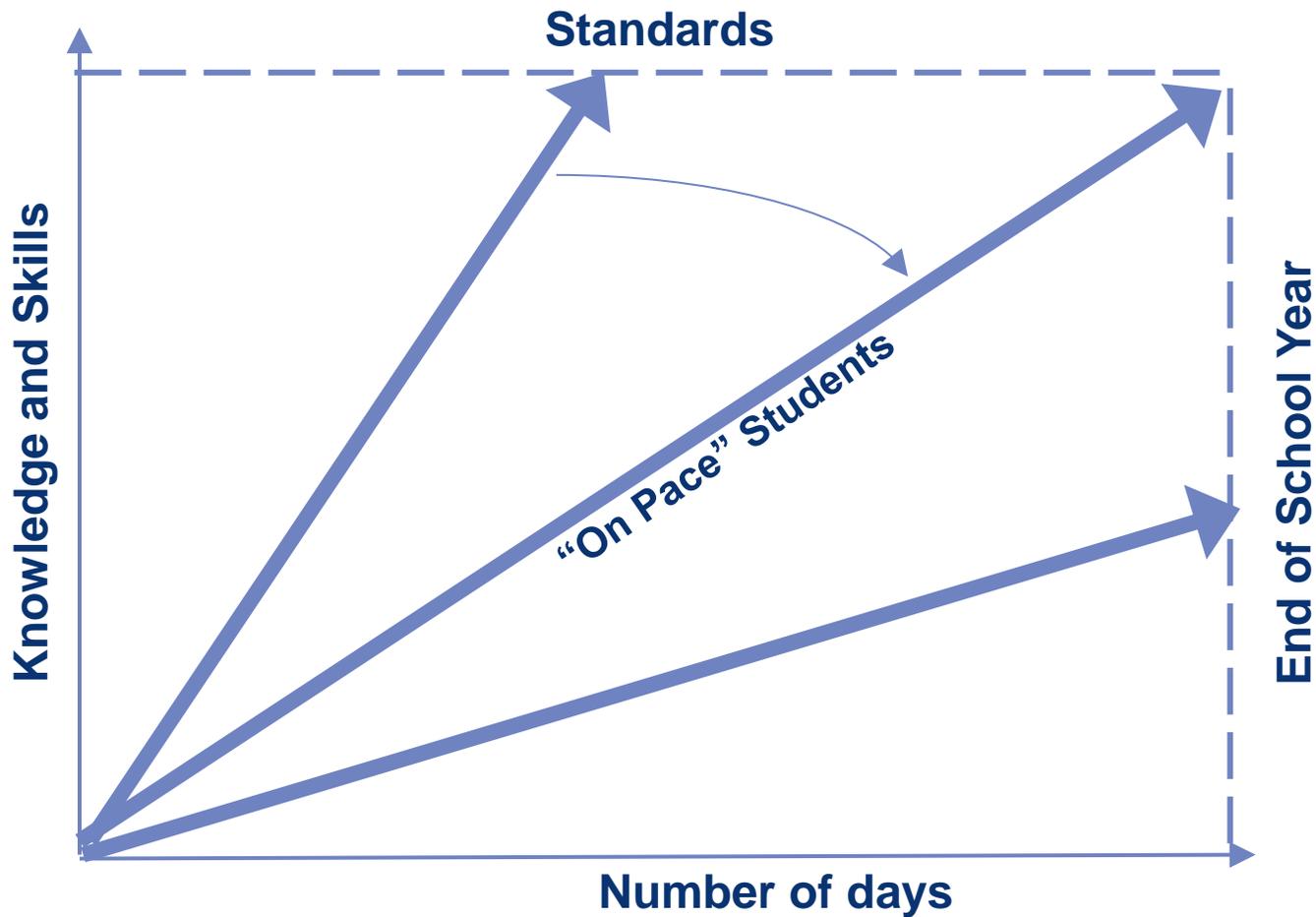
- Bing Gordon
Partner, KPCB

**Learning has expanded
at a rate that has
far outpaced our
conceptions of teaching.**

Learning

**Today teaching is “*one*” but
“*not*” the only way to achieve
learning.**

Time & Standards Drive Learning



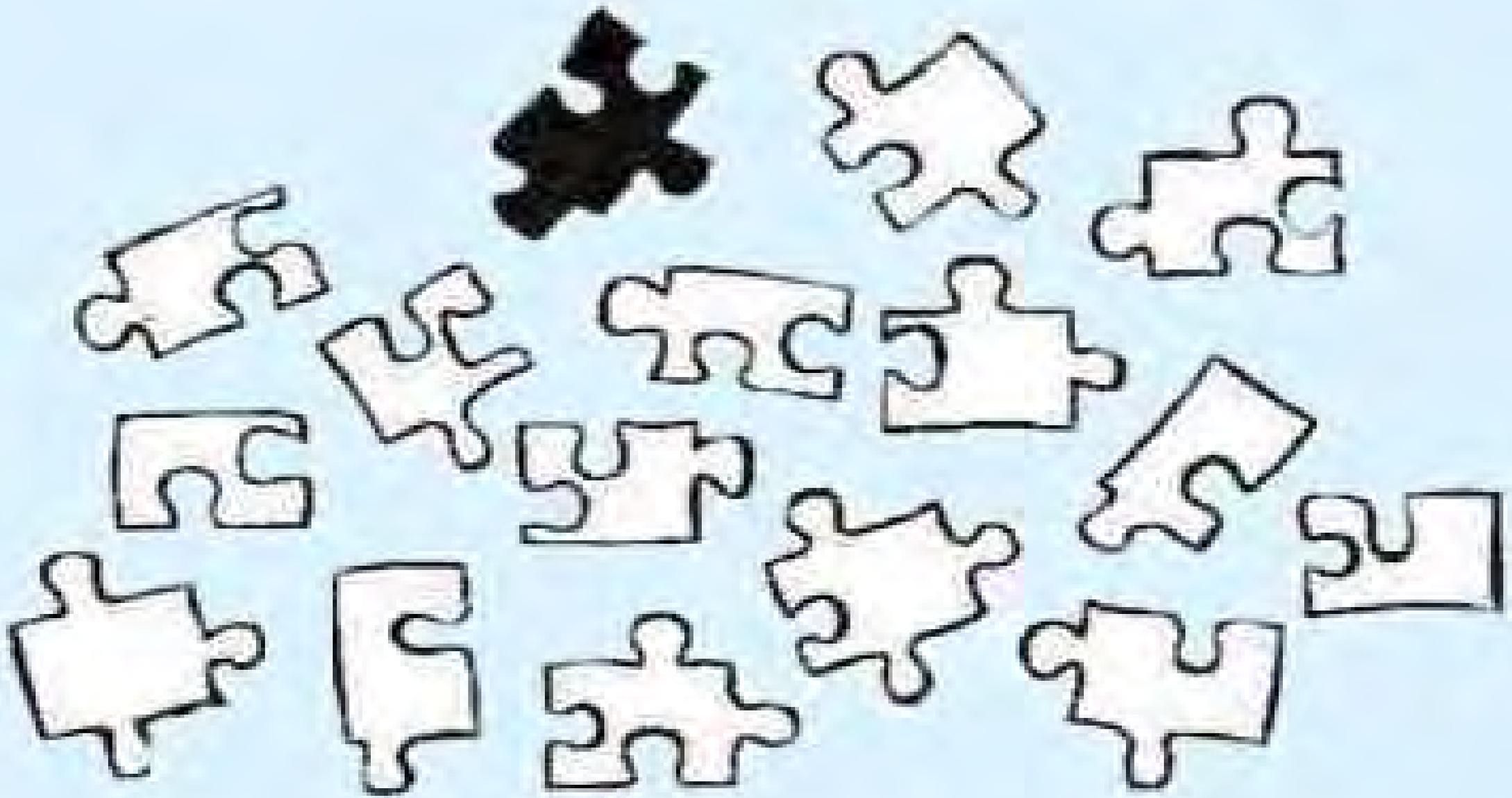
Education

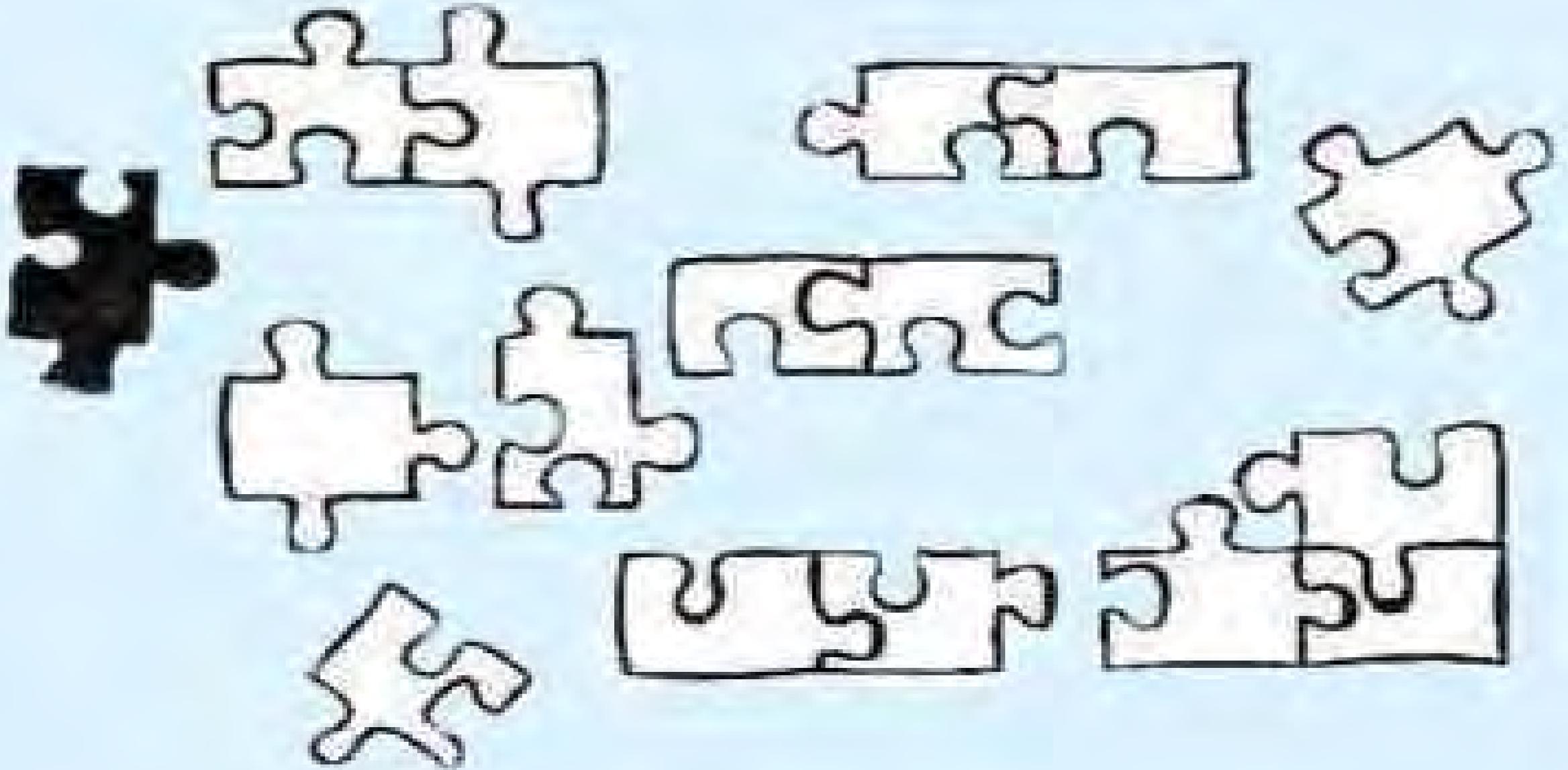
**If you are focused on seat
time you are focused on
the wrong end of the
student.**

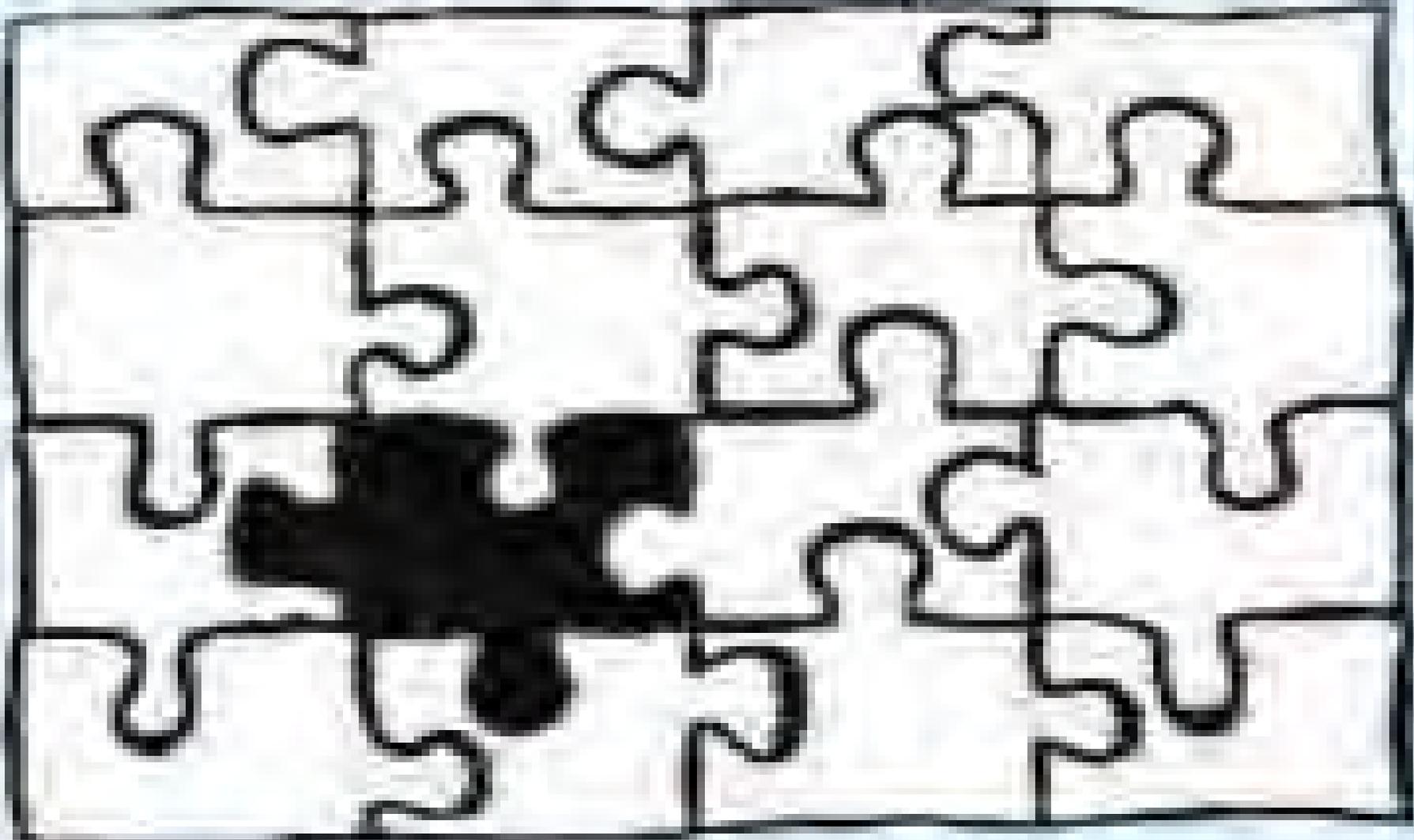
Agenda

- **The Challenge**

**What kind of education
is needed
at this moment in
history?**







If You Want to Touch the Next Generation of Learners

- **Hybrid / Blended / Traditional / Online**
- **Personalized**
 - **Any Time, Any Place, Any Pace**

If You Want to Touch the Next Generation of Learners

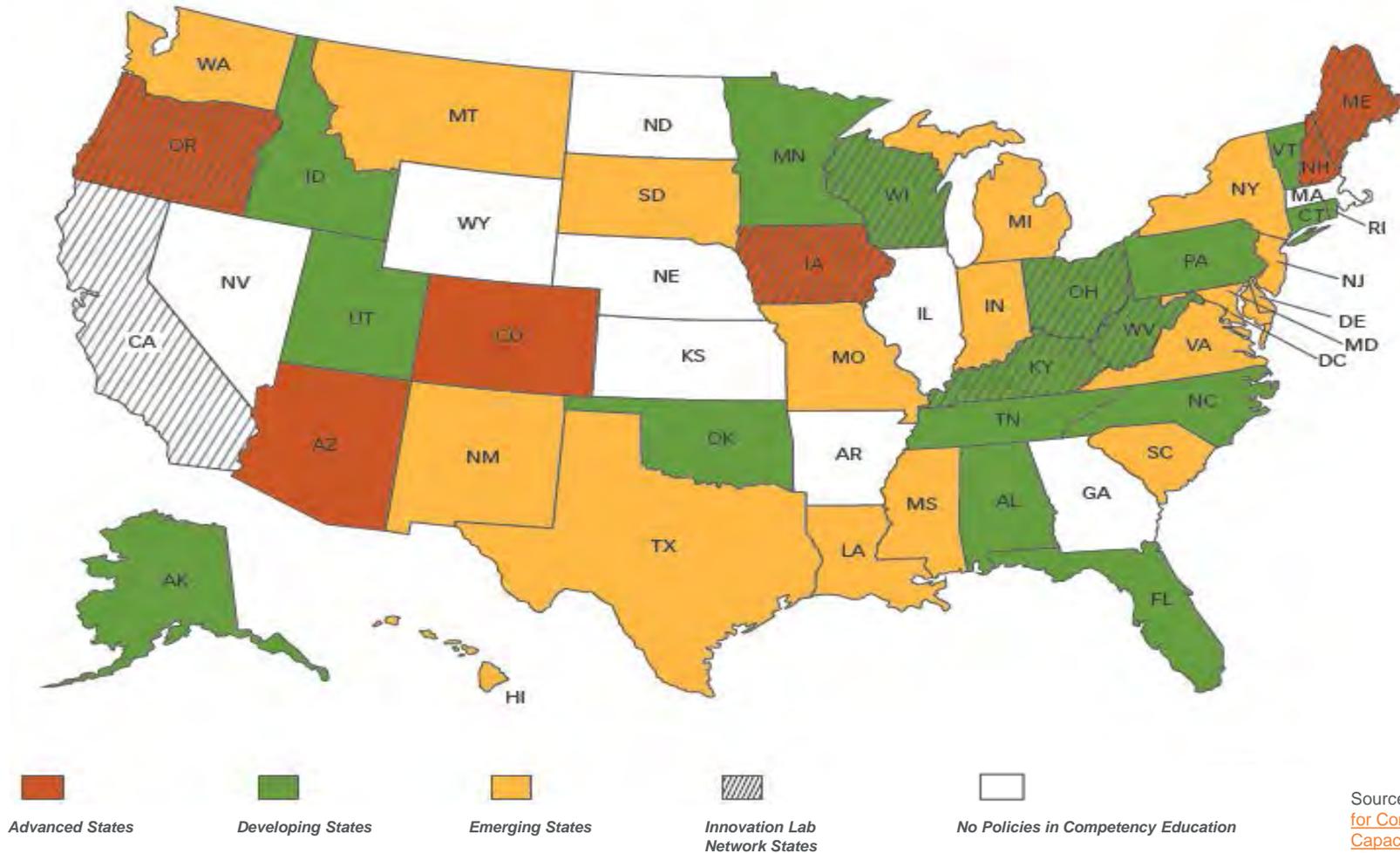
- **Hybrid / Blended / Traditional / online**
- **Personalized**
- **Engaging**
- **Career Ready Focus**

The primary aim of education is not to enable students to do well in school, but to help them do well in the lives they lead outside of school.

If You Want to Touch the Next Generation of Learners

- **Hybrid / Blended / Traditional / online**
- **Personalized**
- **Engaging**
- **Career Ready Focus**
- **Competency Based**

A Snapshot of Competency Education State Policy Across the United States



Source: [A K-12 Federal Policy Framework for Competency Education: Building Capacity for Systems Change](#). (CompetencyWorks Issue Brief, February 2014)

Knowing with certainty that someone has mastered a discipline means it shouldn't matter how the person got there or what school they attended. At that point, traditional education's monopoly on delivery would end and America would see a myriad of new models and providers of education.

**Kwela Sabine Hermanns,
"The Great Shift: Moving from Inputs to Outputs"**



A Question...

- What do we mean by learning?

What do we mean by learning?

- If learning is about productive learning, “students wanting to learn more” then it suggests a transfer of power over the learning from the teacher to the student.

RISE OF THE SELF-LEARNER

**Perhaps a change in how we think
about the design of our work?**

•How would I teach this?

•How would I learn this?

“In the next 20 years, power will shift to the customer for the simple reason that the customer now has full access to information worldwide.”

Peter Drucker

I Tweeted this recently...

**A teacher who teaches a student
to learn without them, prepares
the student for success in the
21st century....**

@Ray_McNulty





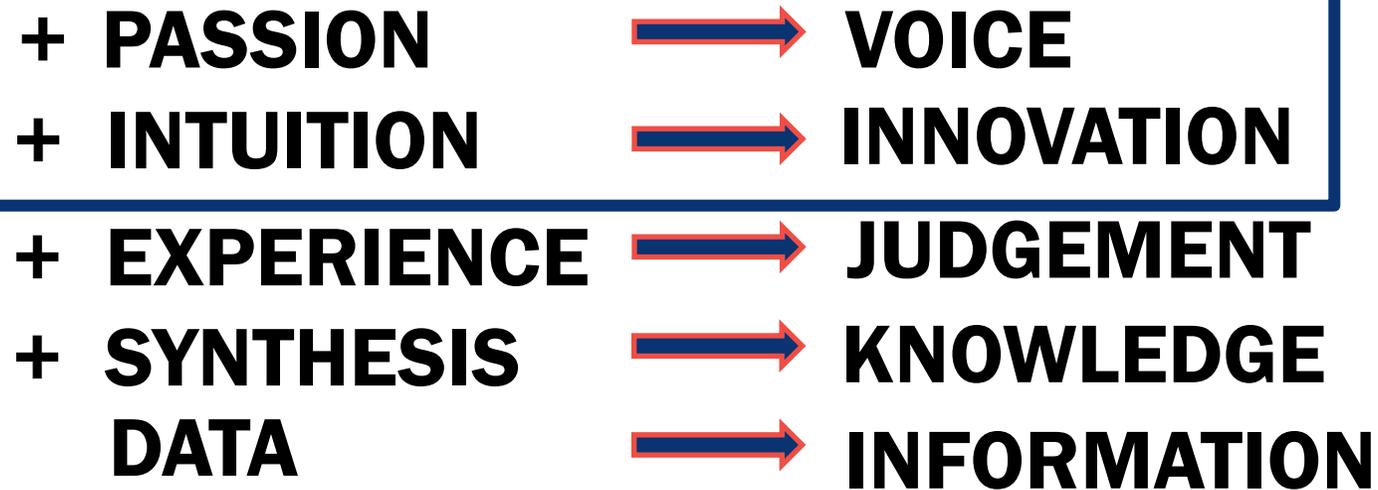




Agenda

Management and
“The LEADERSHIP Needed”

EDUCATOR LEADERSHIP



If we listen to the Voices of the Students

Students who believe they have a voice in school are 7X more likely to be academically motivated.

If we listen to the Voices of the Teachers

Teachers who say they have a voice in their schools are twice as likely to work hard and 4X more likely to be excited about their career.

If we listen to the Voices of the Teachers

When teachers have a voice in decision making they are 4X more likely to believe they can make a difference.

Why do systems fail?

- Ignorance, we do not have all the knowledge.
- The knowledge exists but we do not use it correctly.

**SUCCESS BY DESIGN
NOT BY CHANCE**

Aligned for Success

- Doctors/Nurses in Hospitals
- Pilots in Flight
- Teachers in a School System

**Systems are challenged today
like never before and the key
challenge that we face is results.**

In an environment driven by results, the best strategy is to “DEVELOP YOUR PEOPLE.”

Broaden the definition of learning in your system to include adults.

The focus must be on the way we work.

- Cooperation** is what was valued in the past. It is about efficiency: “You do this and I will do that.”
- Collaboration** is where we should focus. It is about shared creation and shared solutions, in which the focus is not on the process but on the specific results, and everyone in the system has responsibility for the results.

Systems Thinking



BIG QUESTION

- If you could get each of the faculty and staff in your school to do one or two things:
 - very well
 - consistently
 - that would impact learning positively
- What would those things be?

Questions

- What do you mean by learning?
- Based on the above; you are accountable for student learning in your system, what would the assessment system look like?



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