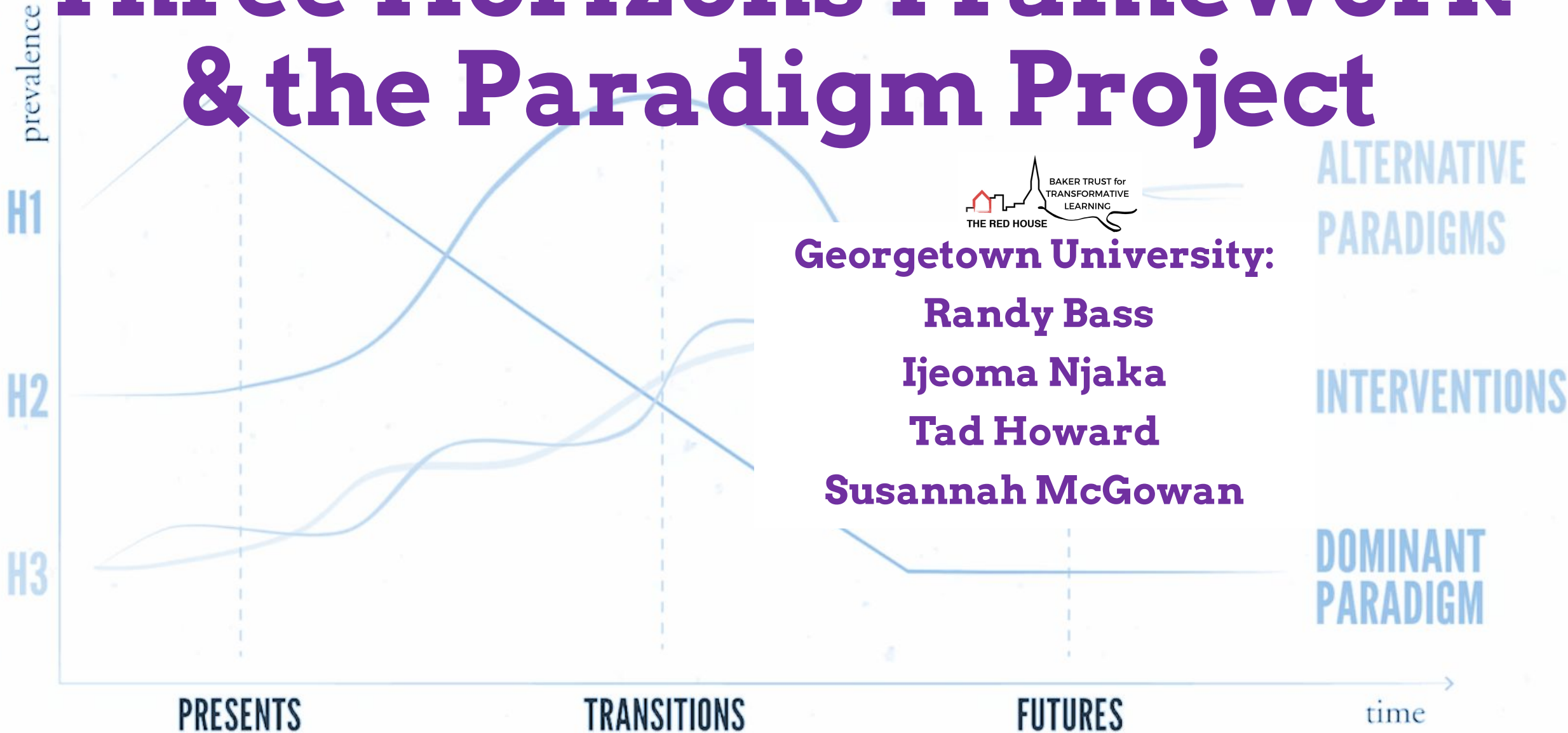


Three Horizons Framework & the Paradigm Project



What makes an innovation transformative?



Go to:
[menti.com](https://www.menti.com)

Code: 1509 5624

What makes an innovation transformative?

Holistic Sustained Effort

Accessibility

Cultural humility

When it's embedded into the everyday lives of our communities.

Disrupts the way things are usually done

Longevity of outcomes

Makes people think in new ways at deep levels.

Shift of power



What makes an innovation transformative?

Support Funding Have the
desire to change lives and the
community

A new way of thinking

When it's collaborative
with the audience you
desire to impact.

unique and accessible

Shifts power and
resources.

when it's inclusive.

Adoption -> adaptation ->
culture shift

It changes how you see your
role, your work, your institution
... Yourself

What makes an innovation transformative?

Consistency

It opens up a new horizon of challenges that need new innovation

Challenges the norm

loving and accountable relationships between all stakeholders (students, advisors, institutions, communities, partners, etc.)

It changes how people think and react to an issue or situation. It changes the lives of people in measurable ways.

Radical, outside the box thinking

Efficacy & scalability

changing the status quo

What makes an innovation transformative?

Active rejection of a previous scheme and a lasting outcome for generation after

It creates lasting measurable change for a process or system.

Considering new possibilities or solutions, having a wider reach and being more inclusive than previous functions

It creates change in the material experiences of people.

Creates positive and long lasting change

Institutions of power are challenged or dismantled

Intentionality

When it becomes part of institutional and/or community culture.

What makes an innovation transformative?

The ability to implement effectively, with longevity and accountability practices in place.

Connects need and resources

When the change is lasting and not just temporary—no return to business as usual

It has to transform how people see the world, live in the world, and what they love/intend their affections/hopes/dreams toward. Innovations can be positive or negative and often are a mixture of both

Collaboration

Impact

Food plus space plus time. If you make people feel full and safe and give them time to think creatively, it is amazing what can happen.

Scalability

What makes an innovation transformative?

Defying the social norms by daring to challenge the traditional pathway

Transformative innovation leads to a new reality. It lasts beyond its peak of impact and its valleys.

Inclusion, collaboration, intentionality, ppl with transformative mindsets

Disrupts entrenched norms and culture (ideally in an inclusive and equitable way with all partners benefiting)

Being participatory, values-based, systemic and sustainable.

Collaboration. Heart. Lack of greed
Interest in success for all
Access for all

It makes you stop doing things you were doing endlessly

Lasting change

What makes an innovation transformative?

When it combines elements together in a unique way that are not just novel but profoundly different in effectiveness and efficiency

Removing barriers to access and disrupting oppressive systems

Must be person-centered and empathetic

When multiple collaborators work together sharing perspectives and lived experiences within a framework of mutuality, respect, and power sharing.

Not sure it's always true, but when people perceive something as breaking a boundary, mindset, or traditional approach. So sometimes it seems about reframing or naming.

When it creates a consistently achievable pathway for participants to realize an outcome that had been systematically withheld from them.

New ideas give way to pathways unexplored, leading to breakthrough. The innovation should lead to positive growth.

Balancing different viewpoints and goals in ways once thought impossible

What makes an innovation transformative?

It must be able to meet a need, be ambitious and excite others enough to implement

When folks in the status quo start protesting or making signs with mean statements at meetings to wave at you, you know you're shaking things up

Improves people's lives

Sustainability. Having a program or community that is going to stay for the long haul.

Embodies radically new practices
Produces widely experienced, equitable outcomes
De-siloes and eliminates process frictions
institutionalized (not just a one-off or hack)

Acknowledgment of the dark lord sauron, long may they rain

Asking the usual questions to a new population, or new questions to the usual population

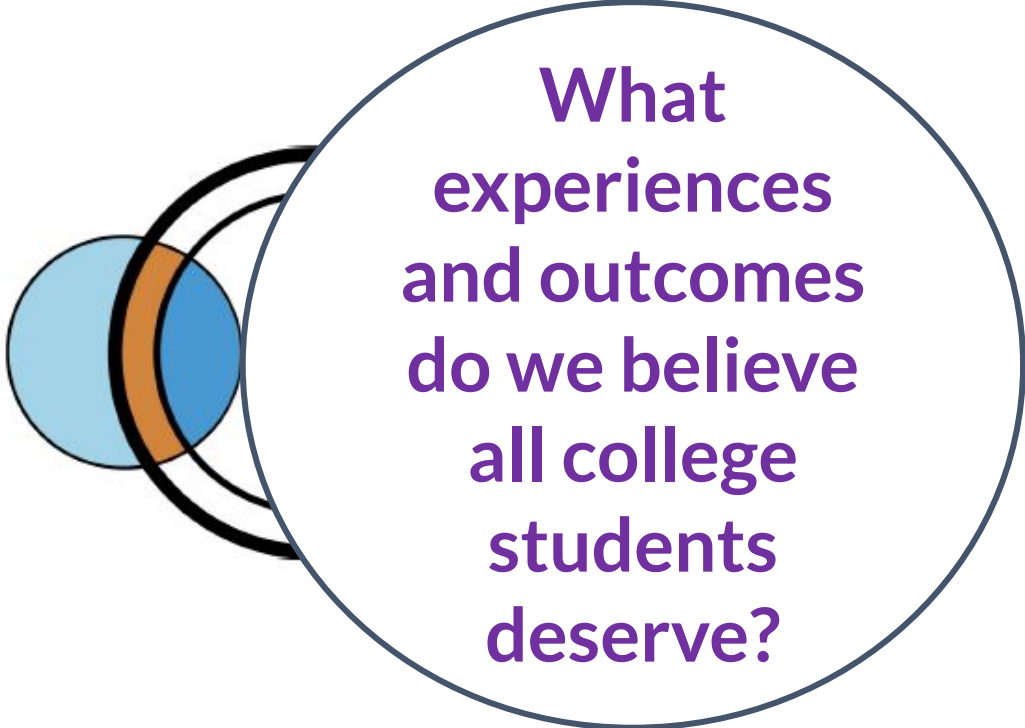
Agenda

- **Introductions**
- **Guiding Questions for Transformative Work**
- **Exploring through the Three Horizons Framework**
- **Mapping Our Own Interventions**
- **Q & A**


Guiding Questions for Transformative Work

1. What do we want to change/transform in our contexts?
2. What are some interventions we can put in place?
3. What are the signs that your interventions are helping to transform your context? How do we know something is transformative and not incremental?

PARADIGM PROJECT



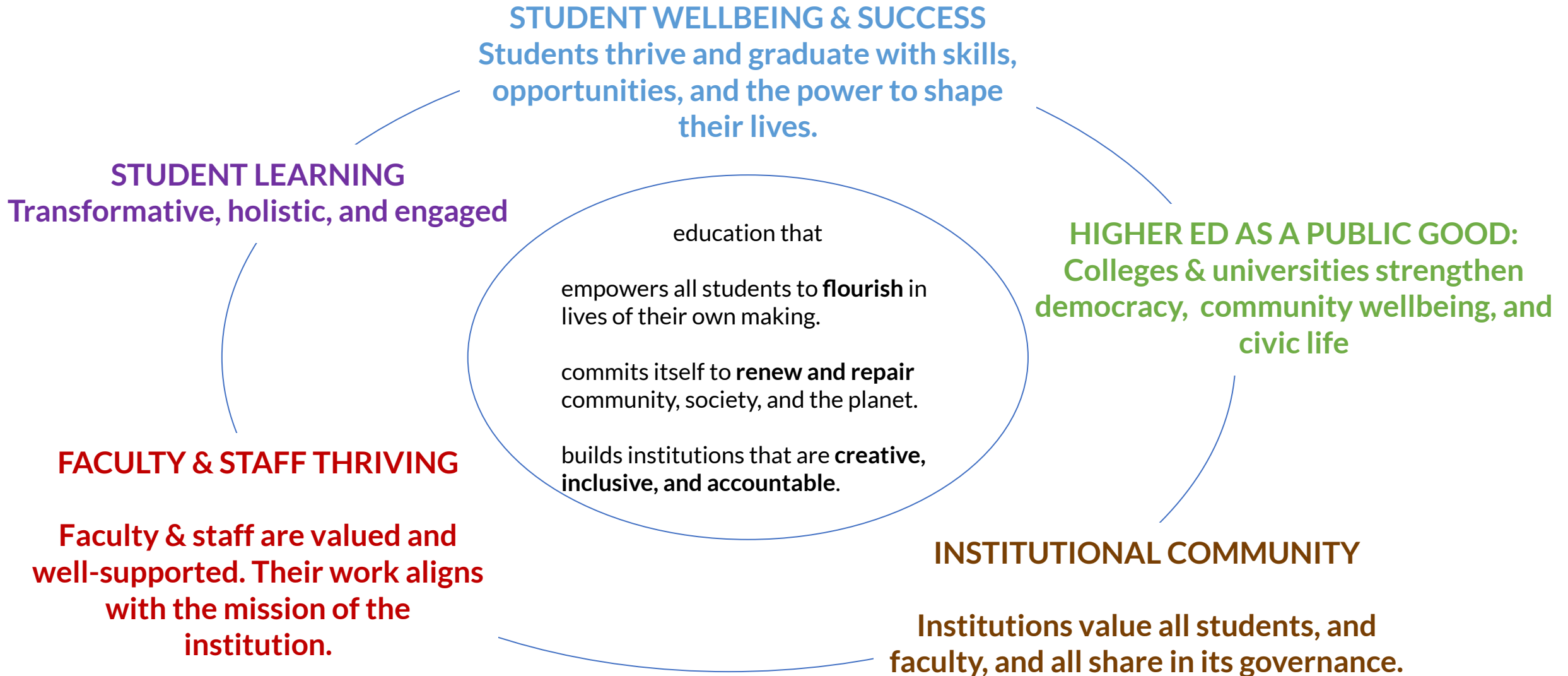
What
experiences
and outcomes
do we believe
all college
students
deserve?



What do we
believe is
higher ed's
responsibility
to the larger
society?

PARADIGM PROJECT

a framework for transformation

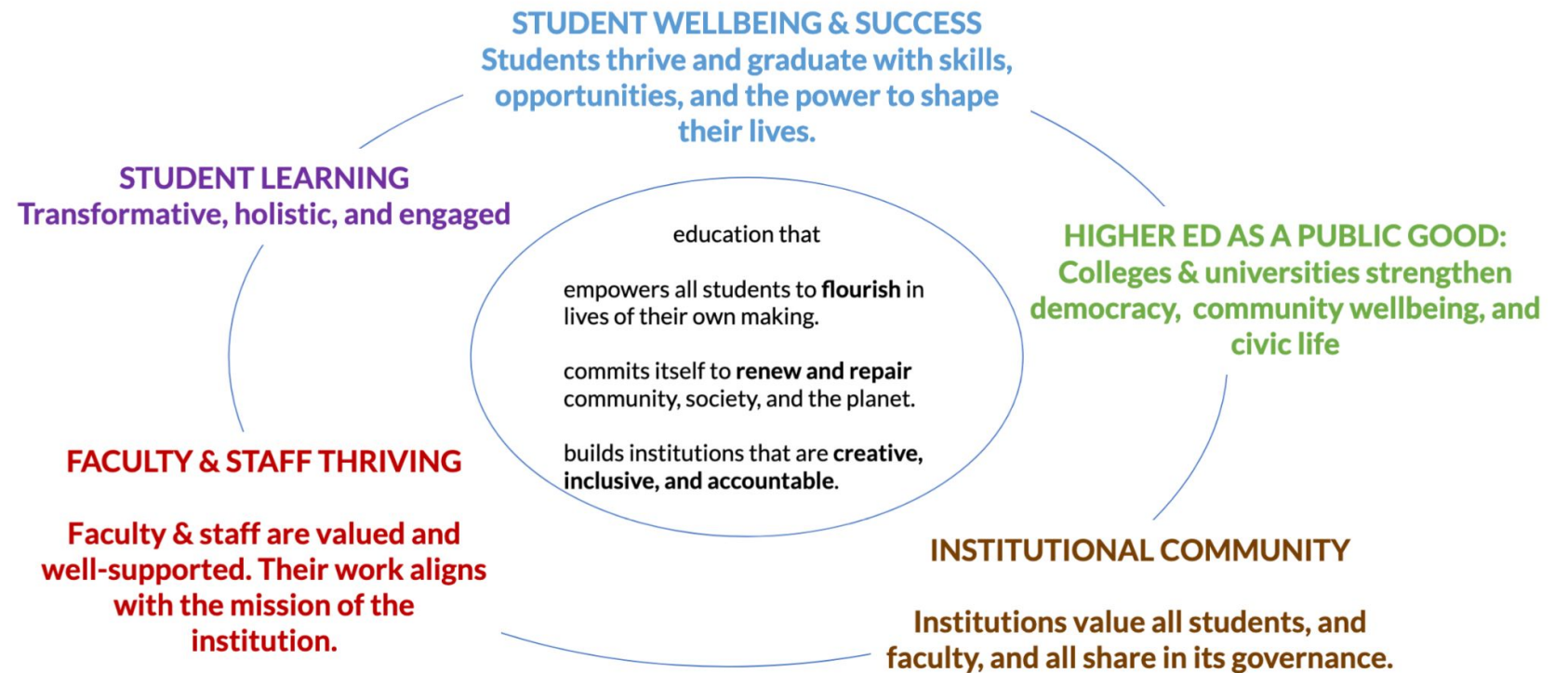


PARADIGM PROJECT

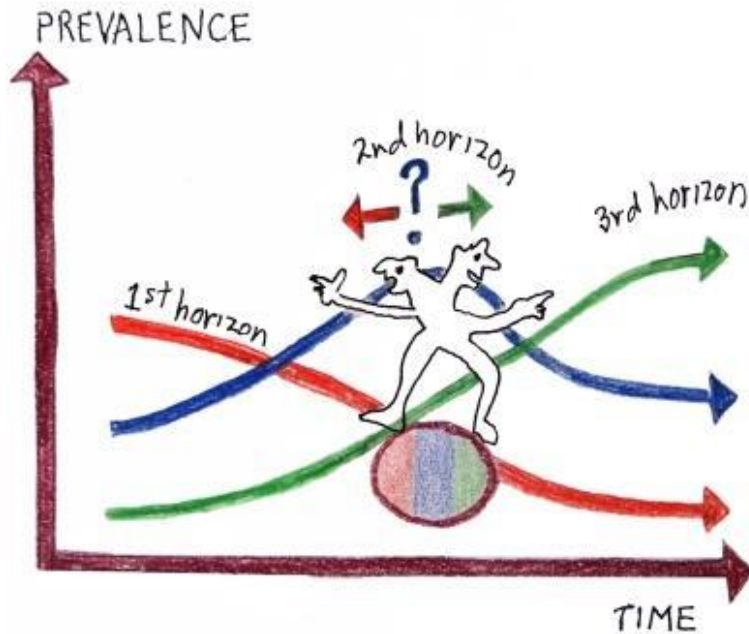
a framework for transformation

What does it take to get from where we are to this vision?

How can we map our strategies to this emerging paradigm?



The Three Horizons Framework: A way of thinking about change and paradigms.



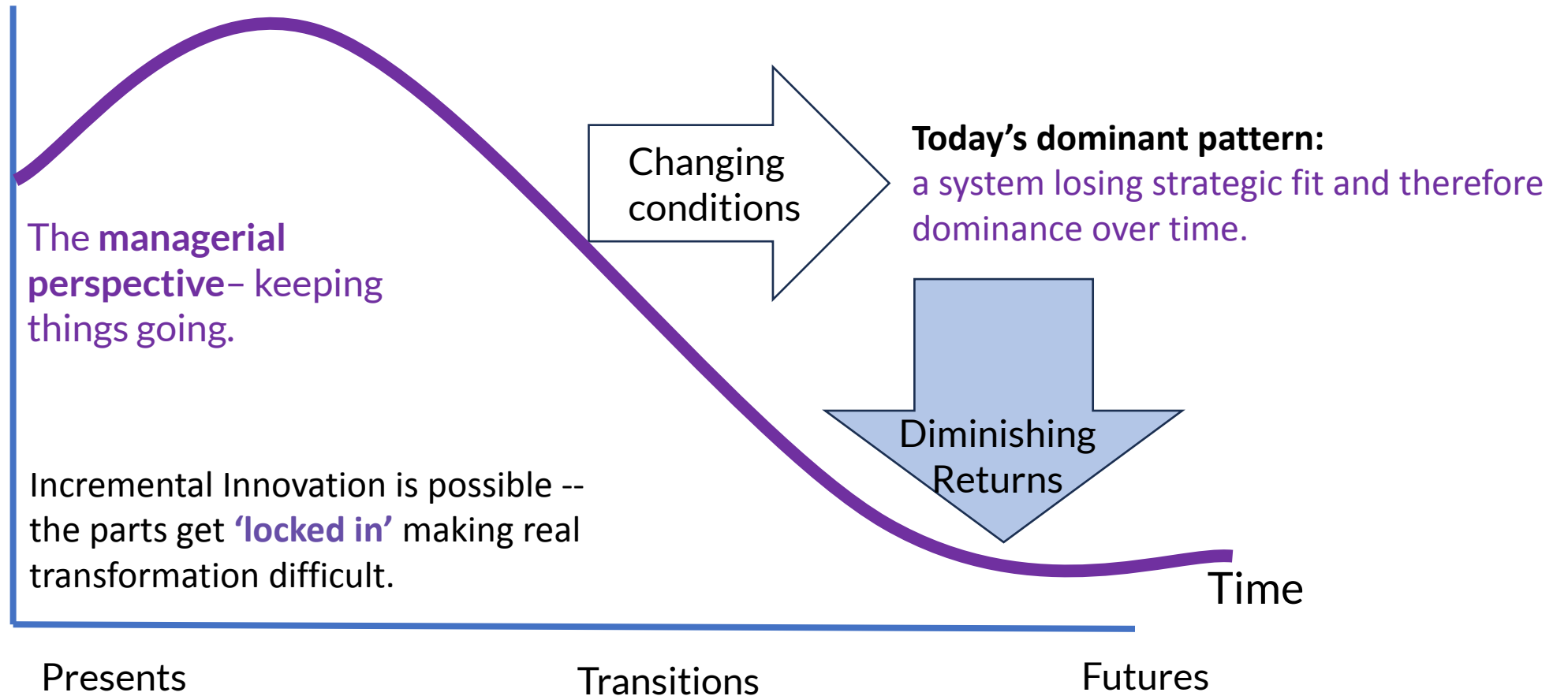
It is not a tool for predicting the future nor for finding solutions, per se.

It is designed to foster conversations about the future that recognize that there are multiple versions of the future that all exist in the present .

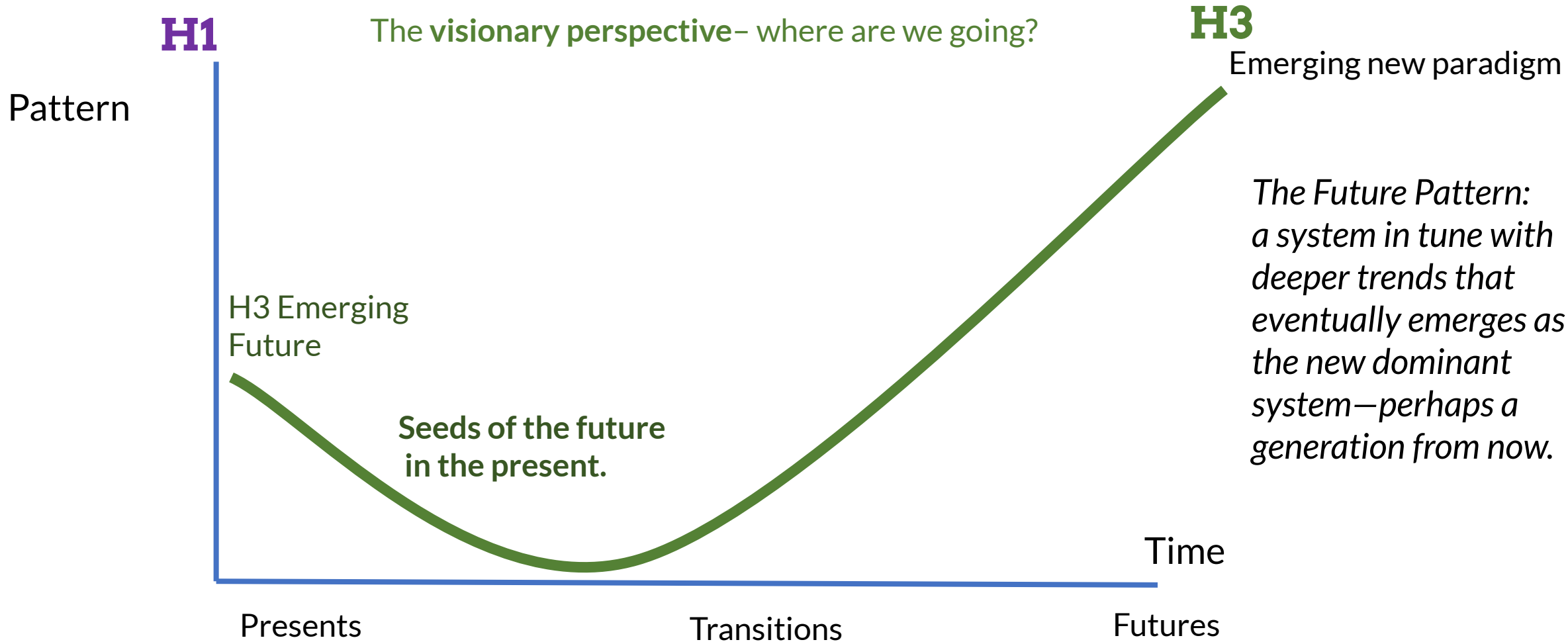
It is very flexible and can be adapted to many contexts.

Three Horizons Thinking

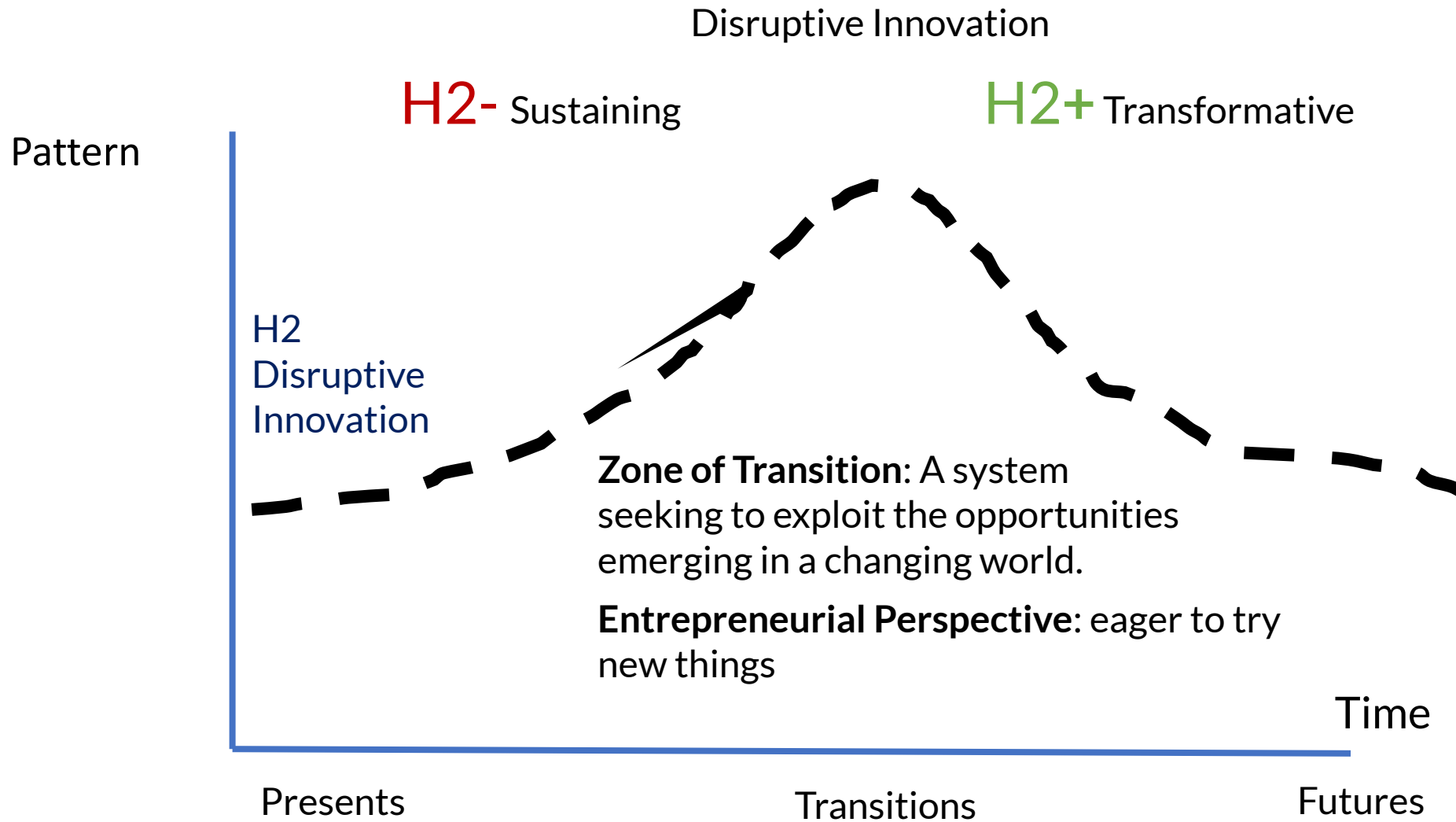
Pattern **H1** Business as usual – sustaining innovation.



Three Horizons Thinking: Transformative Innovation

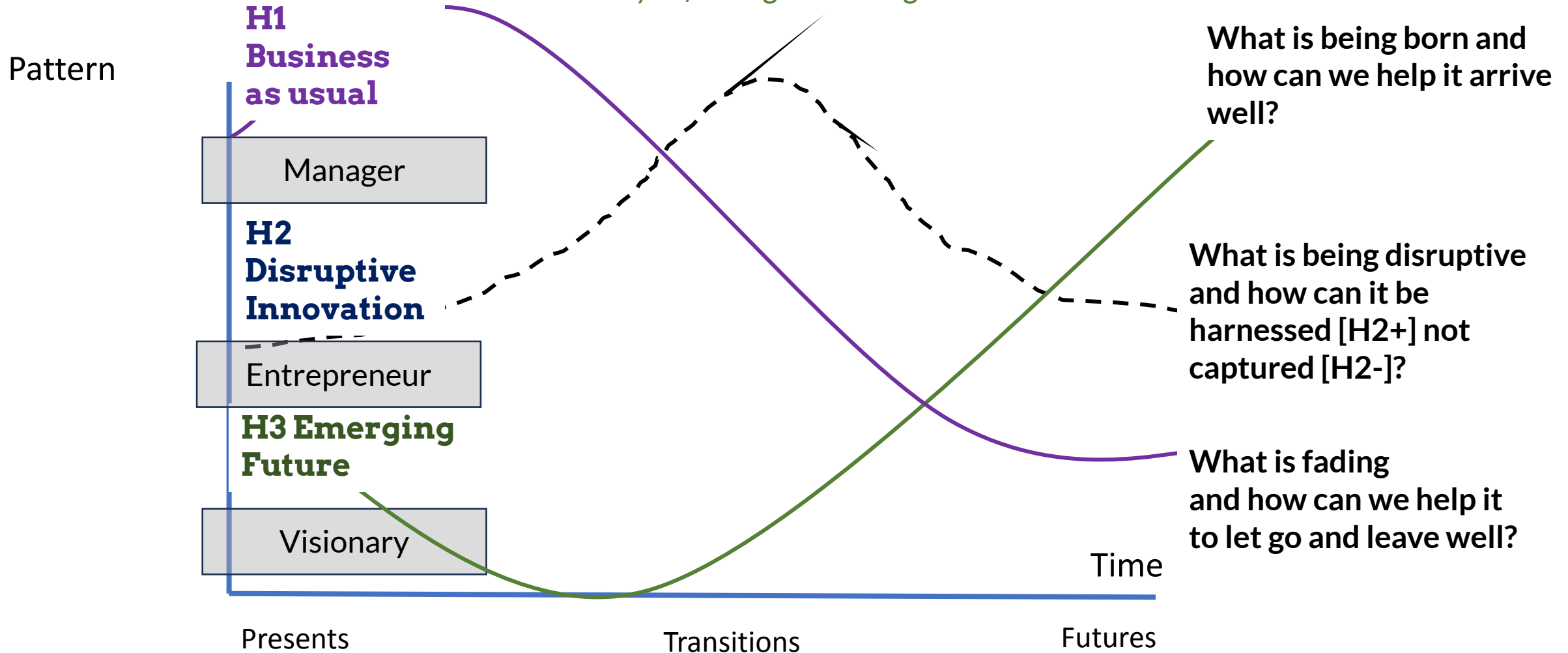


Three Horizons Thinking: Disruptive Innovation



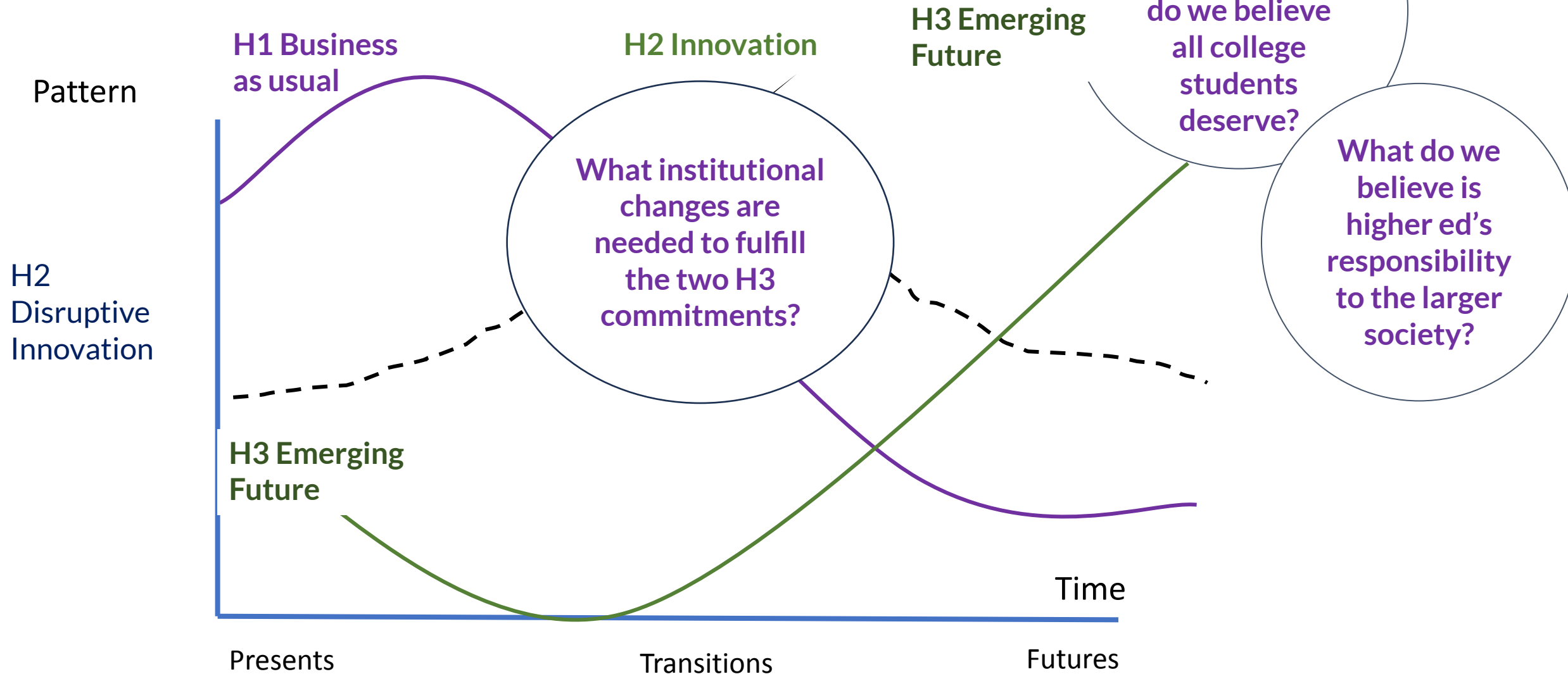
Three Horizons Thinking: Bringing it all Together

A transformative innovation system that contains three ways of acting and seeing in the world.



PARADIGM PROJECT

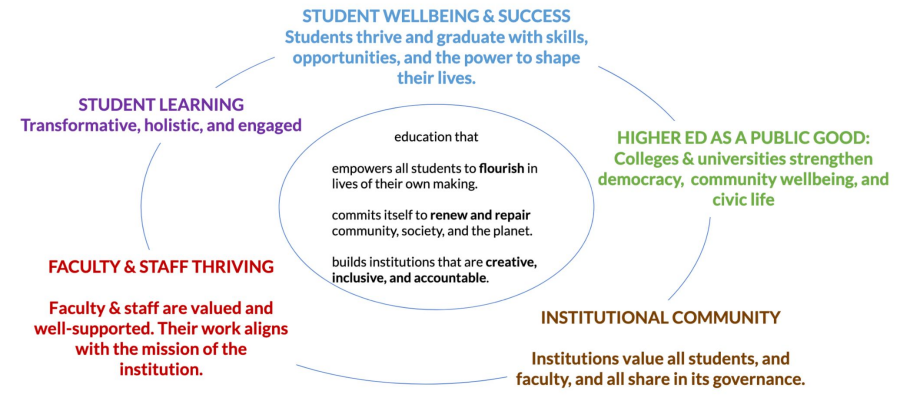
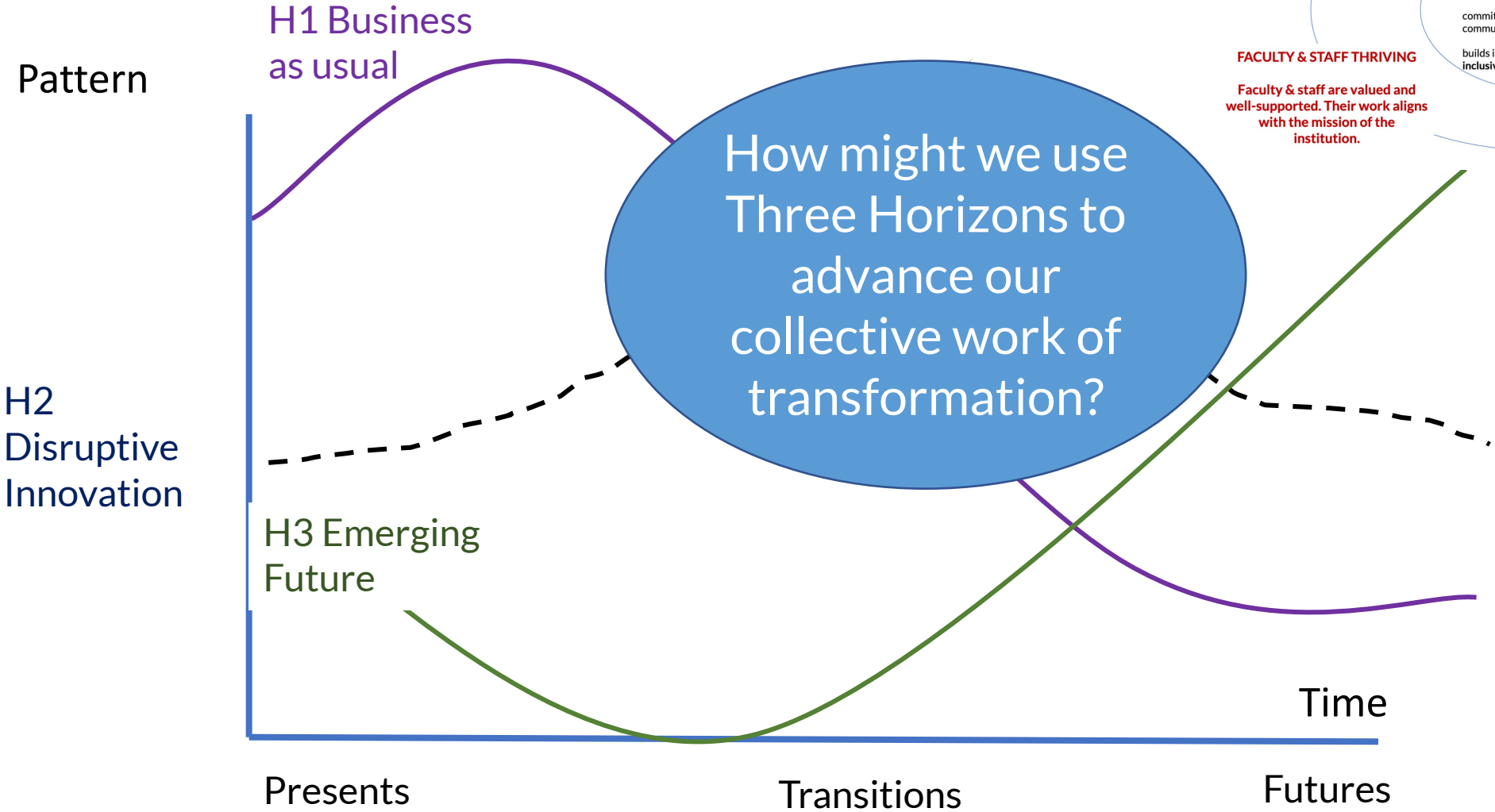
on Three Horizons



PARADIGM PROJECT

on Three Horizons

What is the emerging future paradigm?

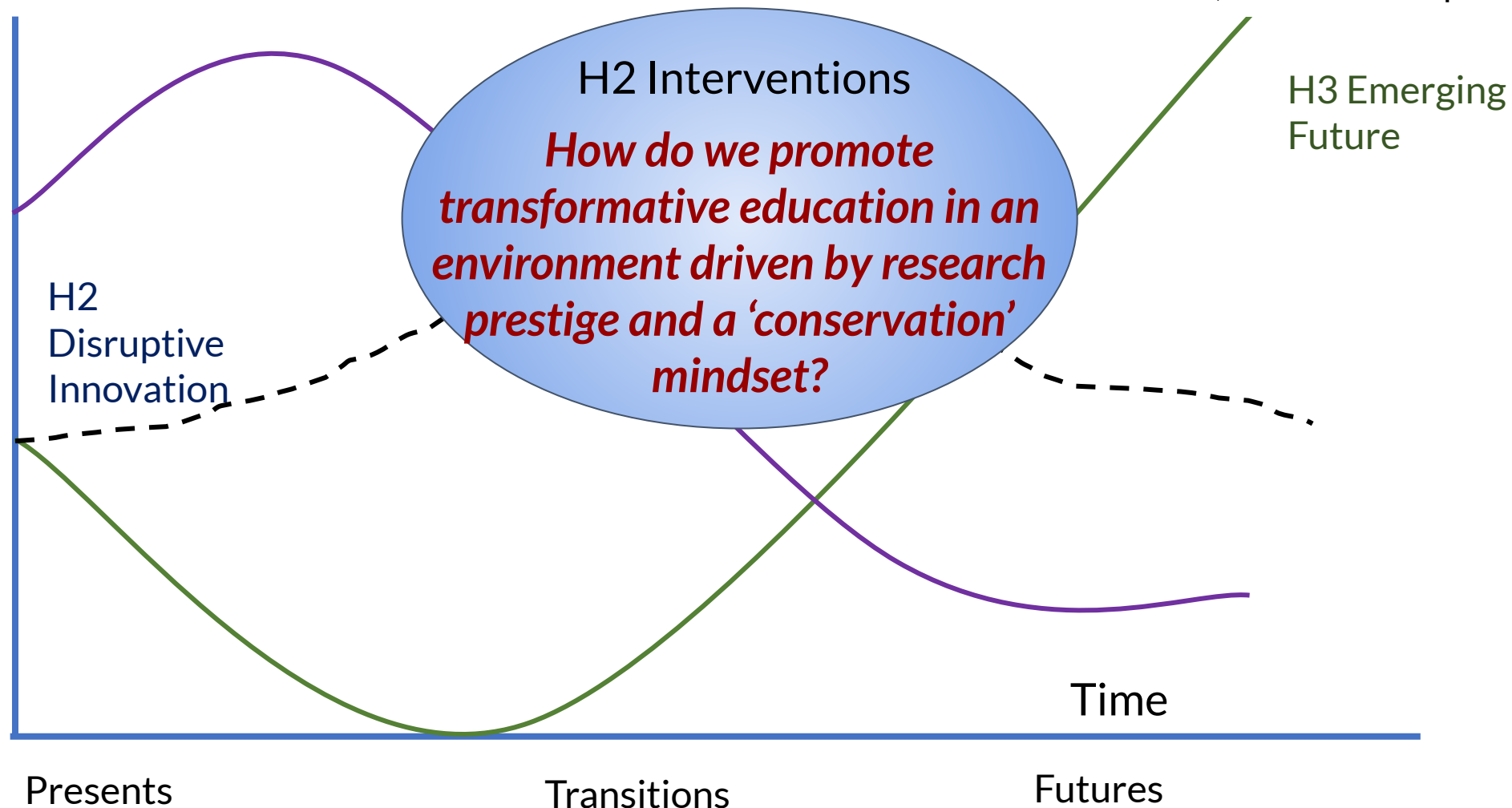


Residential liberal ed.; espouse educating the whole person
Aspire to relationships and mentoring (uneven)
13% Pell/FIGLE; 55%+ No Aid; Unsustainable rising costs
Traditional curriculum lagging societal needs
High-impact practices growing at the margins

Centering student agency and agility
Belonging & mattering for all students
Expanded Socio-economic access
Education aligned with 21st C challenges
Interdisciplinary & transdisciplinary
Problem-based, focused on repair

H1 Business
as usual

Georgetown University



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Aspire to relationships and mentoring (uneven)
13% Pell/FIGLE; 55%+ No Aid; Unsustainable rising costs
Traditional curriculum lagging societal needs
High-impact practices growing at the margins

H1 Business as usual

Georgetown University

H2 Interventions

How do we promote transformative education in an environment driven by research prestige and a 'conservation' mindset?

Core Pathways:
Modular,
interdisciplinary

Richer array of
1- credit options
(skills, stories,
mindsets)

Credit for
[what had been]
co-curricular
experiences

Problem-based, focused on repair

Centering student agency and agility
Belonging & mattering for all students
Expanded Socio-economic access
Education aligned with 21st C challenges

Interdisciplinary

H3 Emerging Future

H2 Disruptive Innovation

Presents

Transitions

Futures

Time

Philadelphia students not going on to higher ed, not completing 4 or even 2 year degrees

Access and outcome inequities

Students can't make timely progress to degrees

Financial constraints; student debt

Disconnection around data; siloed

Lack of cross-institutional collaboration

H1

Business as usual

Philadelphia students have all the opportunities, supports, and skills needed to obtain a four-year credential (if desired);

No racial and socio-economic disparities;

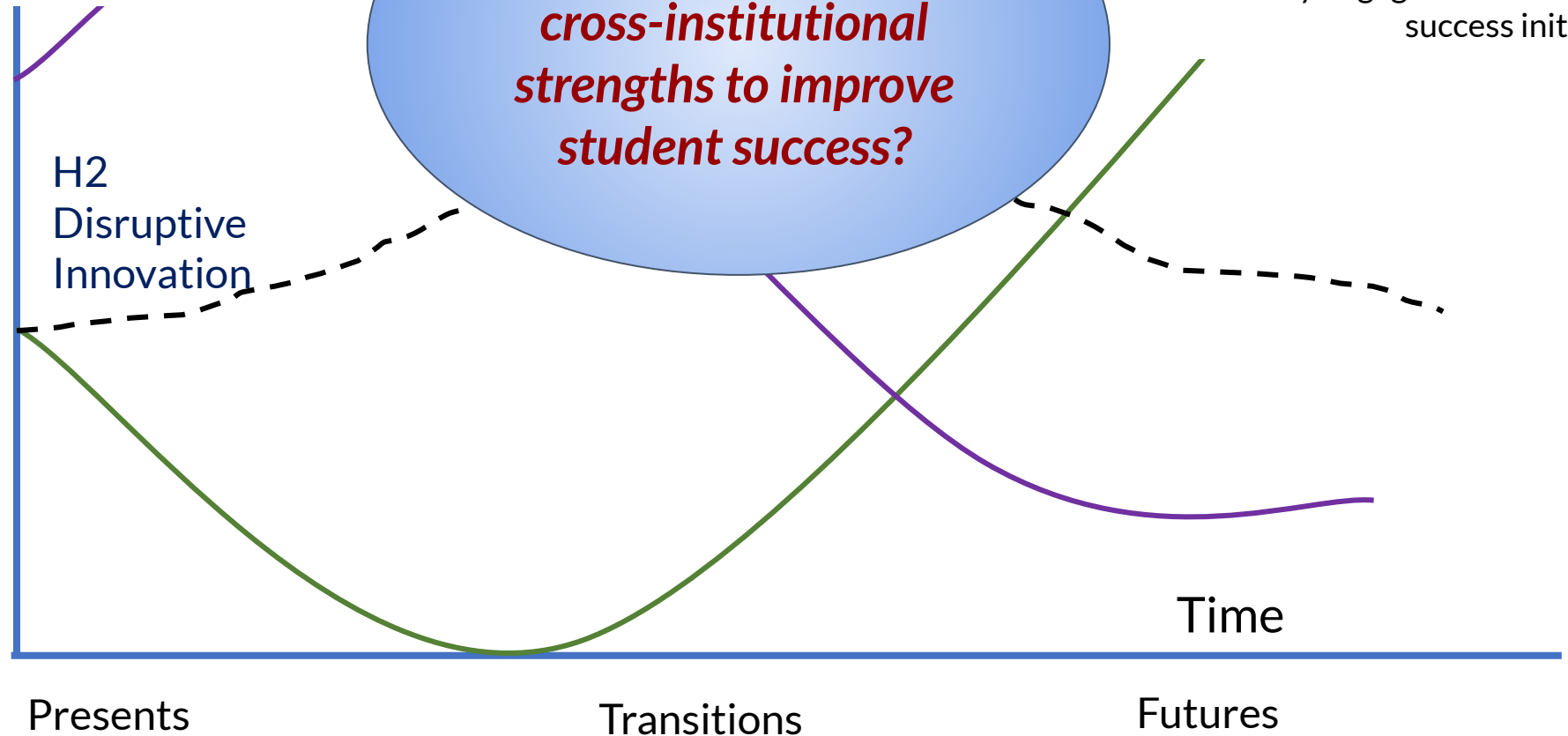
Student success as a community development problem.

Community engagement as student success initiative.

How can we leverage our cross-institutional strengths to improve student success?

H2
Disruptive
Innovation

PHENND



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How can we leverage our cross-institutional strengths to improve student success?

H1 Business as usual

Advisors and coaches get to know each other across two campuses

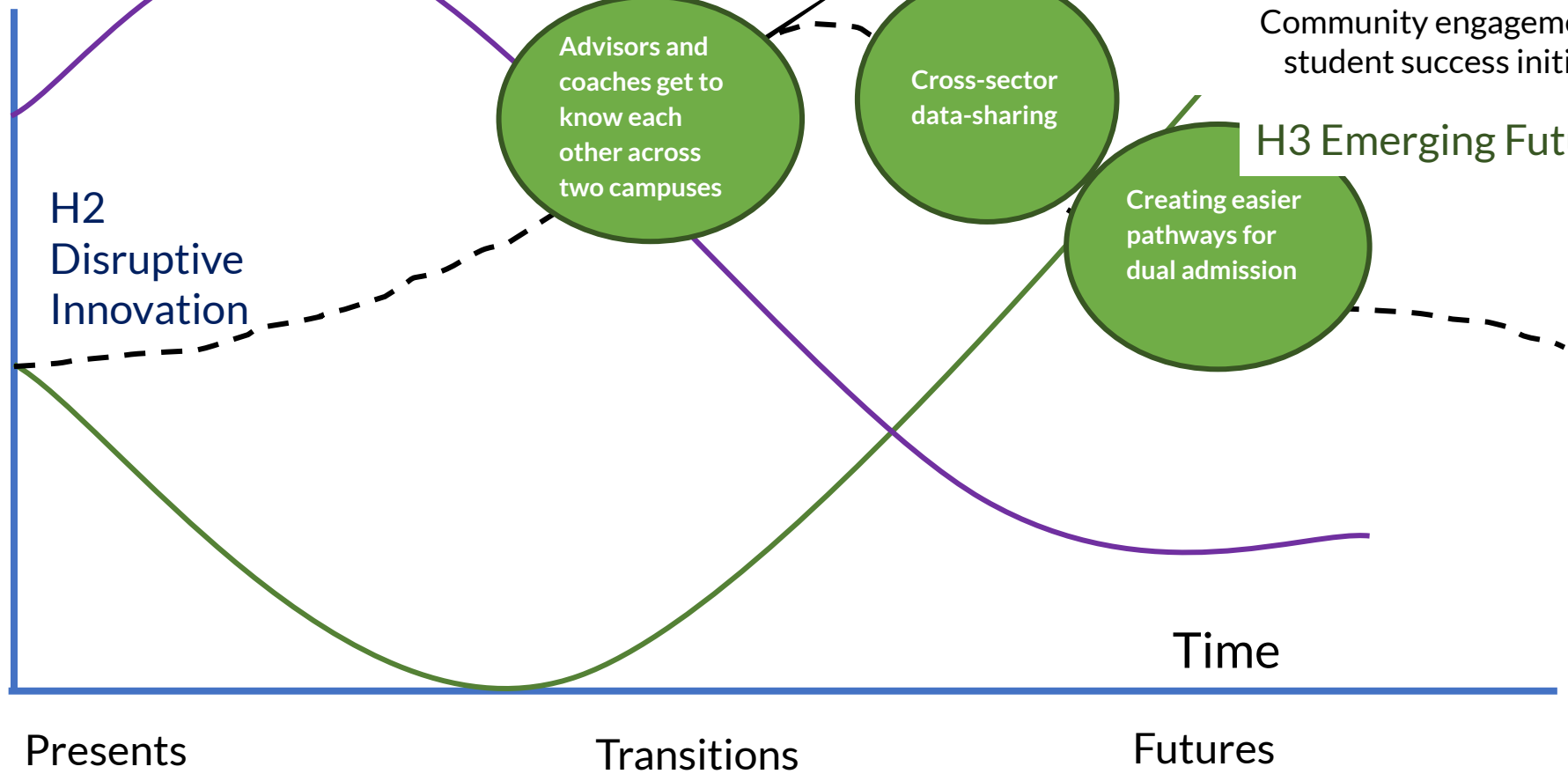
Cross-sector data-sharing

Creating easier pathways for dual admission

H3 Emerging Future

H2 Disruptive Innovation

PHENND



Presents

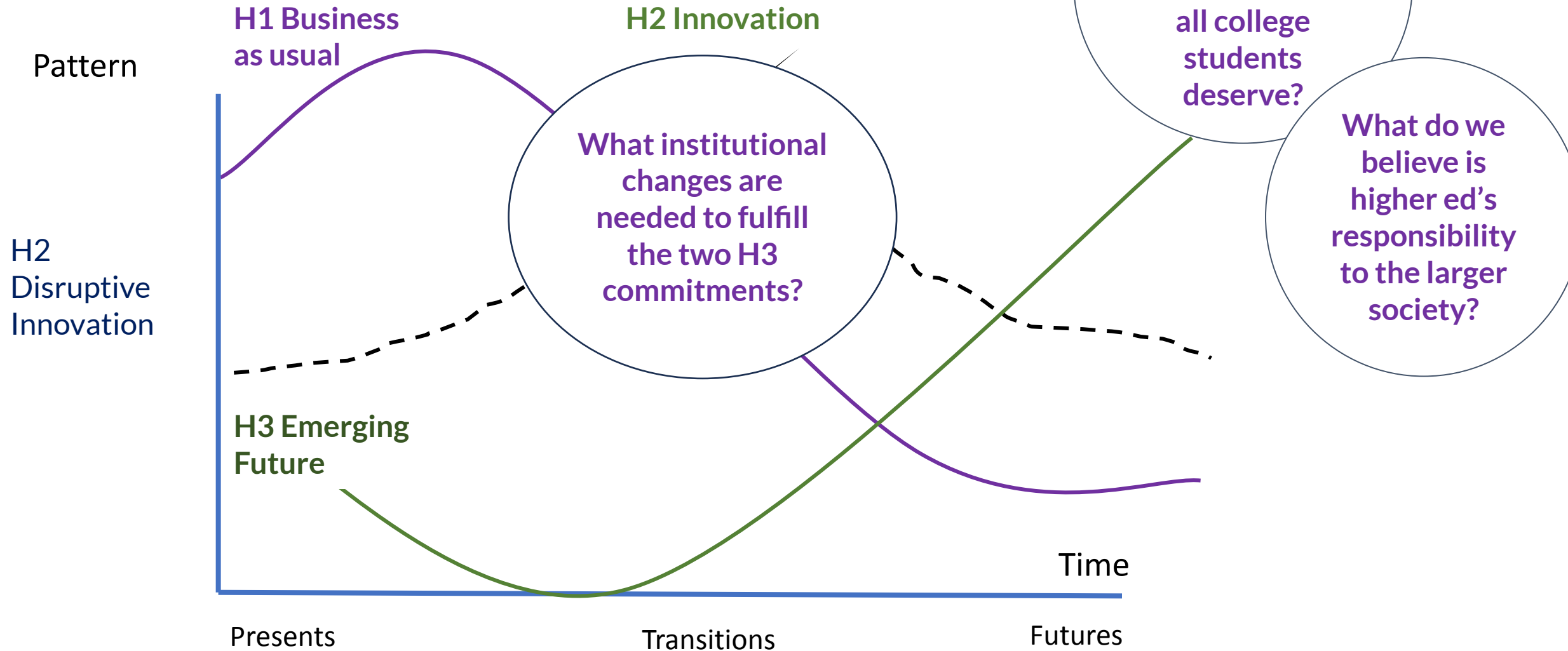
Transitions

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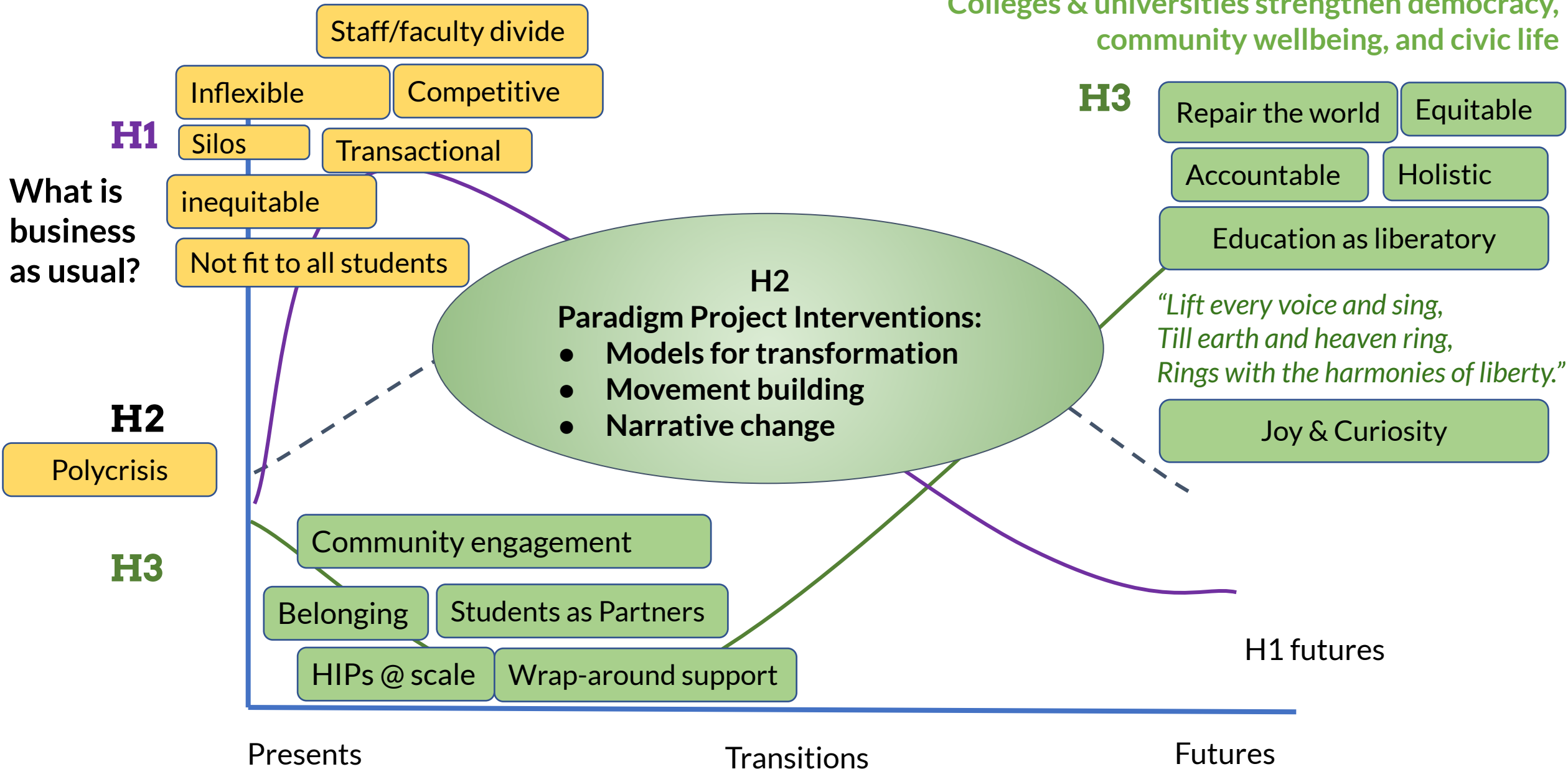
PARADIGM PROJECT

on Three Horizons

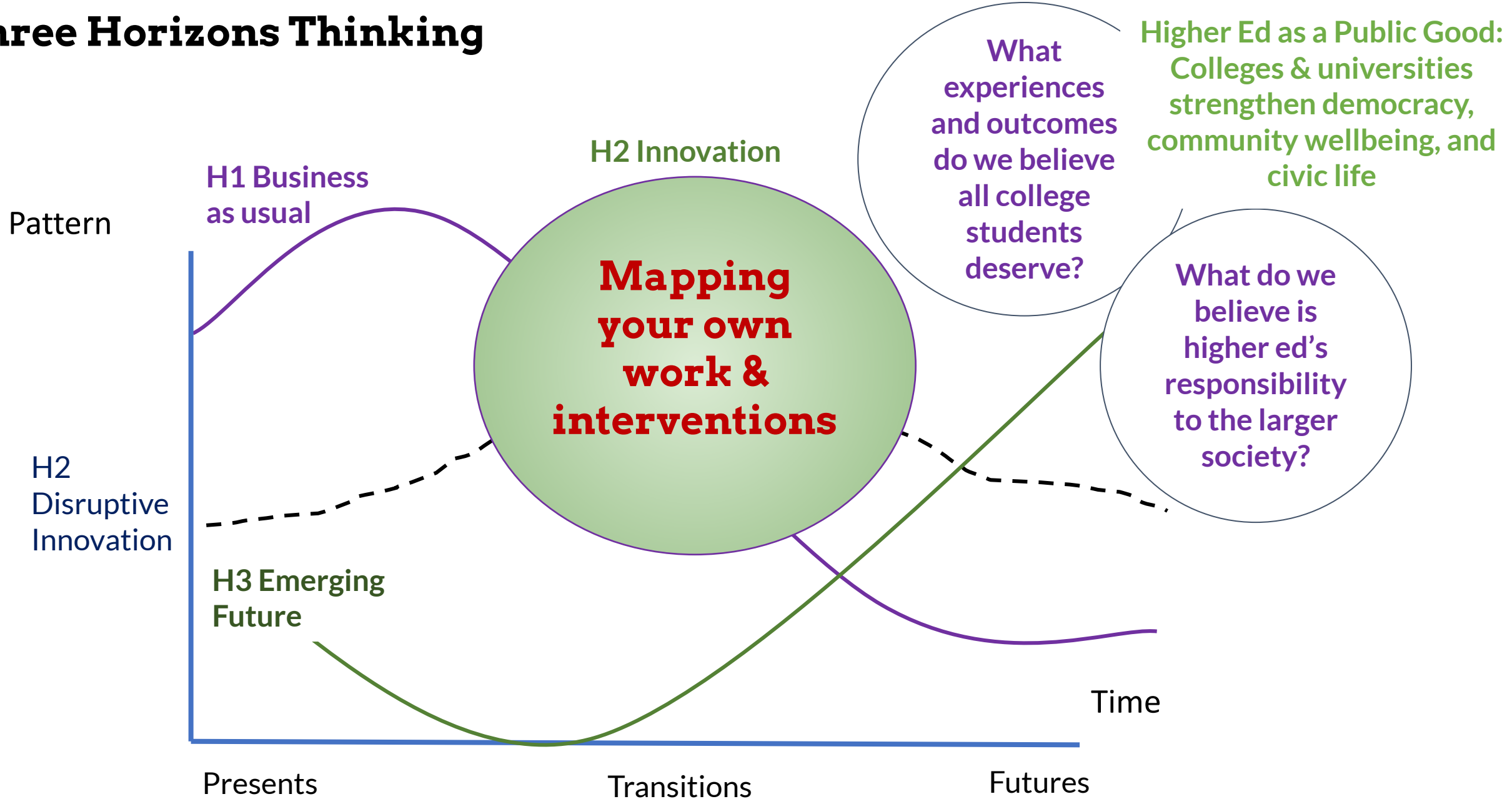


Three Horizons Thinking: Collective

Higher Ed as a Public Good:
Colleges & universities strengthen democracy,
community wellbeing, and civic life



Three Horizons Thinking



Three Horizons Thinking: Mapping Your Own Interventions

H1 Business as usual

H1:
What is the current state of your problem?

H1:
What are the governing values of the current state?

H2:
What are productive interventions?

H2:
How do you know if interventions are transformative? (H2+)

H3:
What is the emerging paradigm?

H3:
What are your governing values?

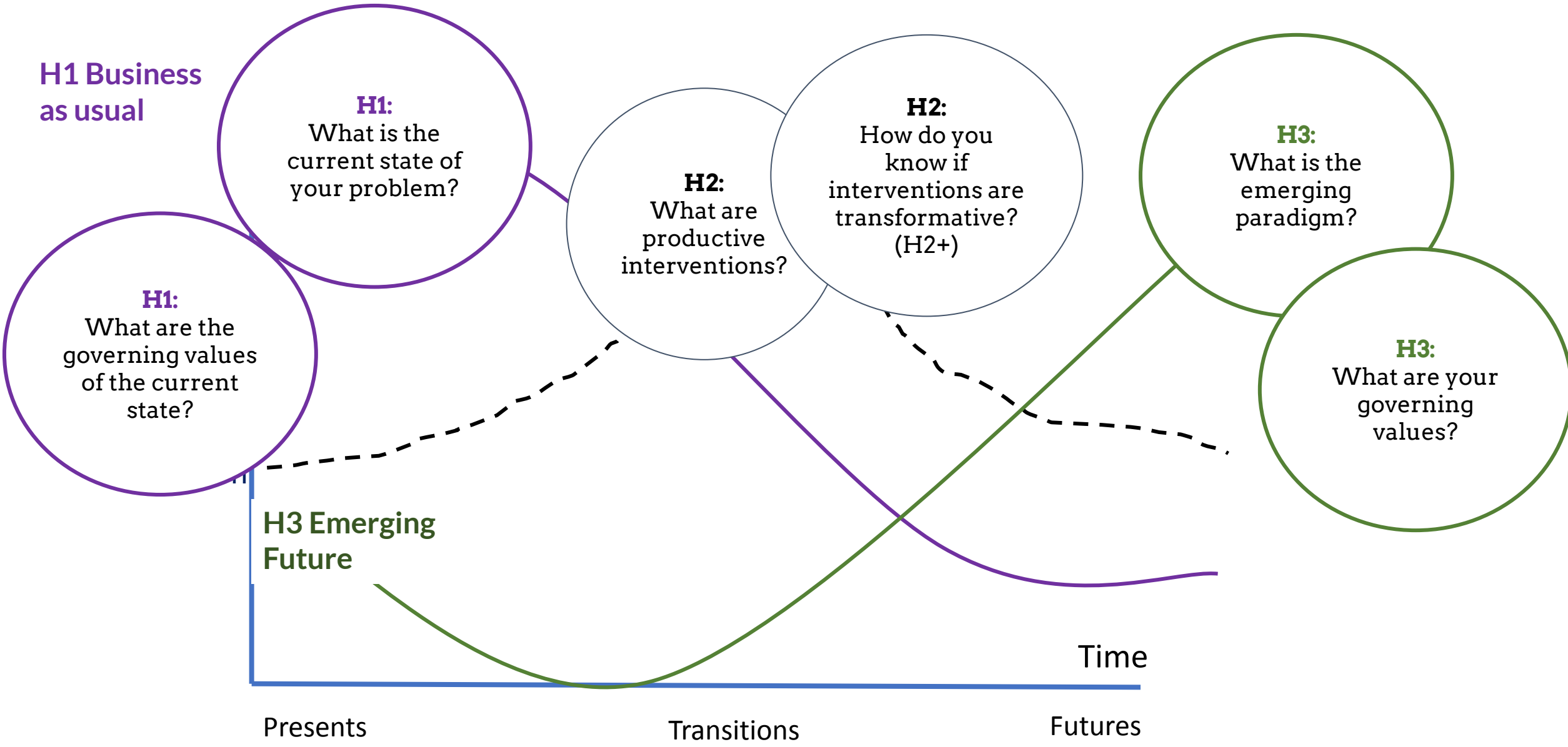
H3 Emerging Future

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Transitions

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Three Horizons Thinking: Mapping Your Own Interventions

H1 Business as usual

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H1:
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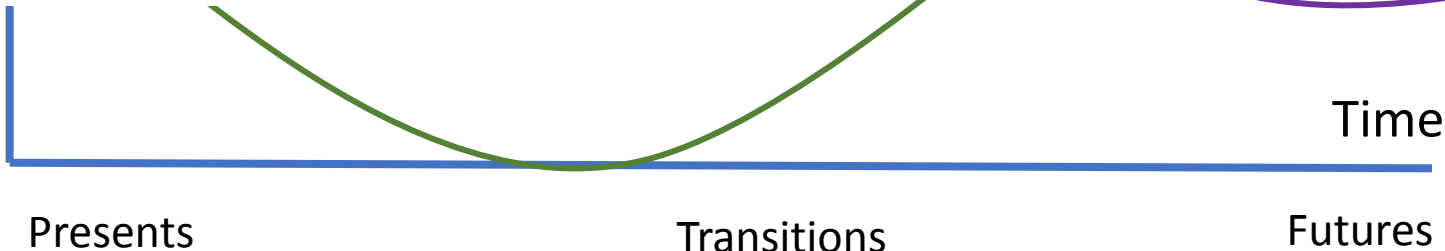
Round 1 Activity (H1):

- What is the current state? What is the dominant paradigm?
- What are the governing values of the current state?
- What are the indicators that this current state is not working (not "fit for purpose"?)

Round 1 Activity (H3):

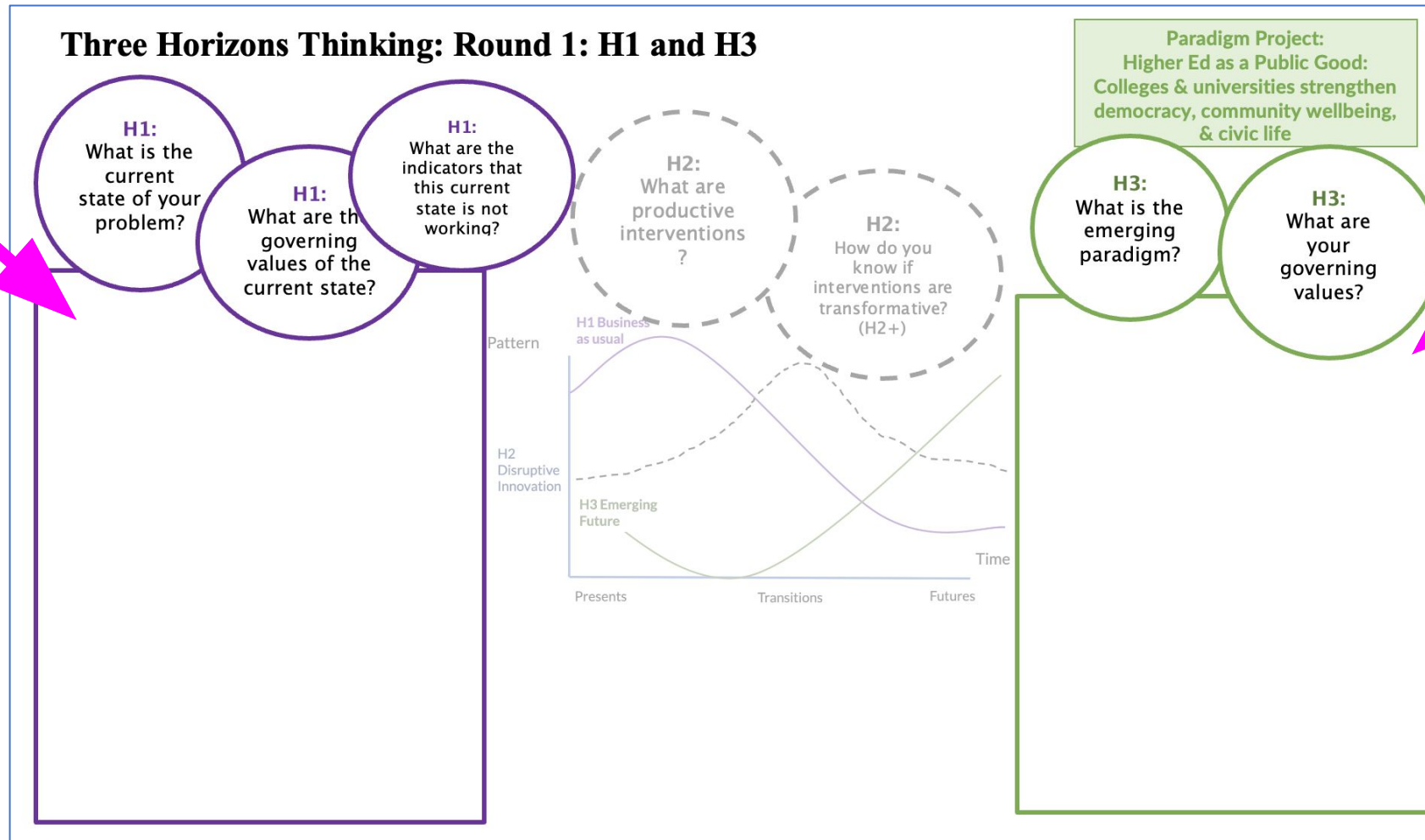
- What is the emerging paradigm that is a better fit for current needs?
- What are the governing values of the emerging paradigm?

H3:
What are your governing values?

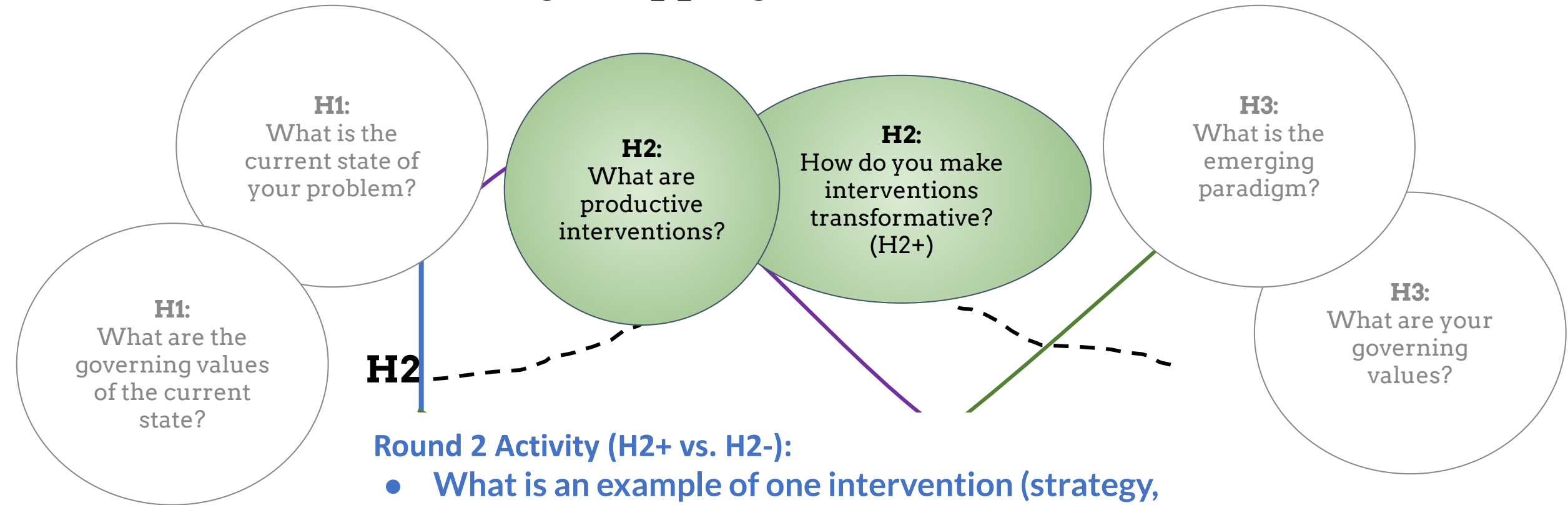


Three Horizons Thinking: Mapping Your Own Interventions: ROUND 1

10 minutes: Jot down your answers to these questions on your worksheet
5 minutes: Share out some thoughts!



Three Horizons Thinking: Mapping Your Own Interventions



Round 2 Activity (H2+ vs. H2-):

- What is an example of one intervention (strategy, initiative) that you believe is helping to bring about the alternative emerging paradigm?
- What are the indicators that the intervention had a transformative impact (H2+)?
- What strategies/changes are critical to the success of your interventions?

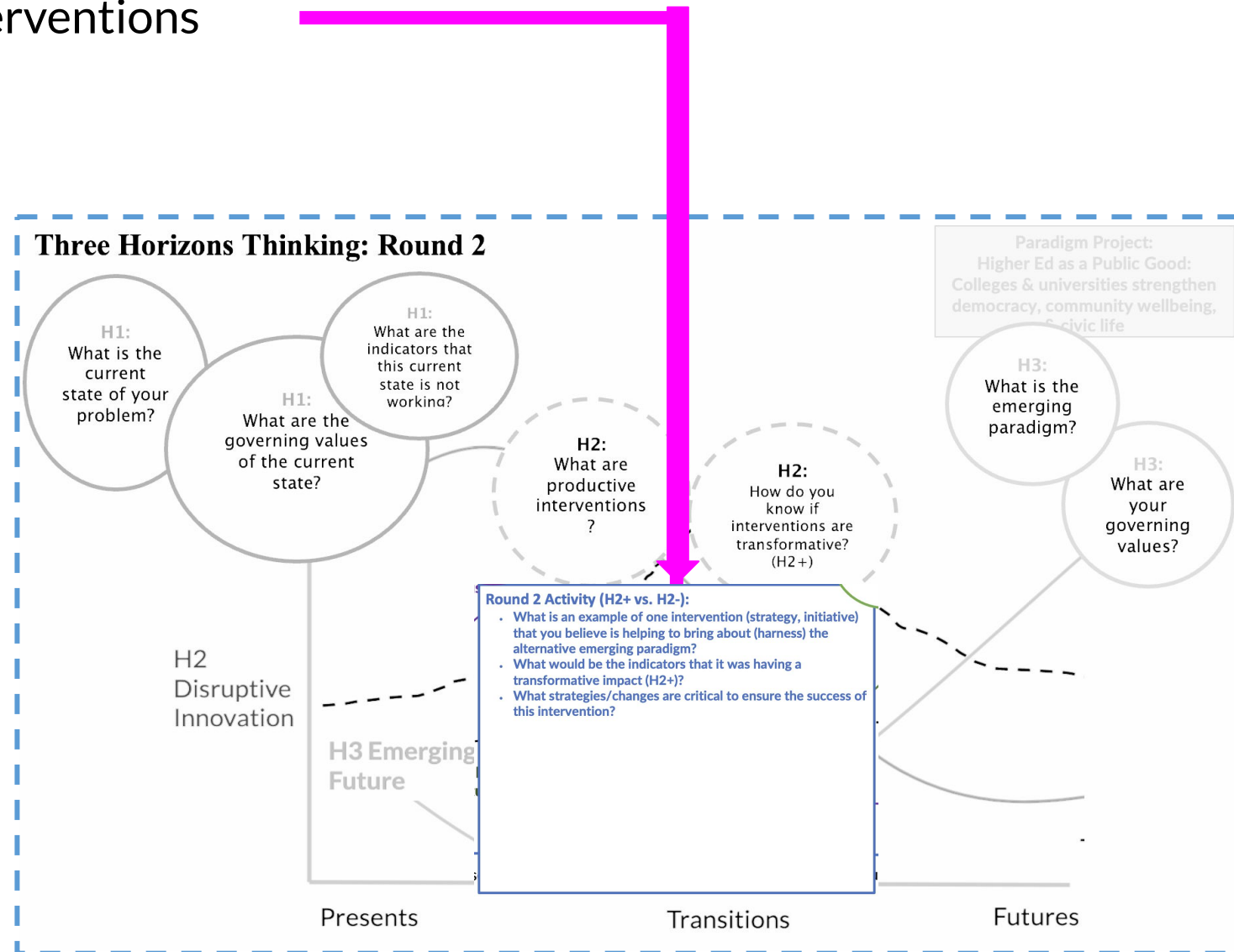
Three Horizons Thinking: Mapping Your Own Interventions: ROUND 2

1) 3 minutes: Write down possible interventions

2) 10 minutes:
In pairs, share out ideas with 1-2
people next to you.

Think about:

- What are the indicators that this intervention will be transformative?
- Is it paying attention to scale, emerging values, resources, redistributing power ... what else?



What are the indicators that an innovation is transformative?



What are the indicators that an innovation is transformative?

- Improvement at grad level will impact UG →
and beyond
- Colleges join forces; improve within
instead of expansion; “degrowth”
- ease of access
- reimagining of existing resources

