



Leading Change Through Digital Innovations

Dr. Heath E. Morrison | SVP Government Affairs
McGraw-Hill Education
California Leadership Symposium
October 30, 2015

The only people that love
change are



We know change is hard...

Copyright 2004 by Randy Glasbergen.
www.glasbergen.com



“I want you to find a bold and innovative way to do everything exactly the same way it’s been done for 25 years.”

especially in education.





Brands of Companies No Longer with Us



Table Talk

**Do you see
technology as a tool
that will enhance
public education or
the vehicle that will
replace it?**





Is your district going digital?

- It's not a question of if but...
 - Why
 - When
 - How



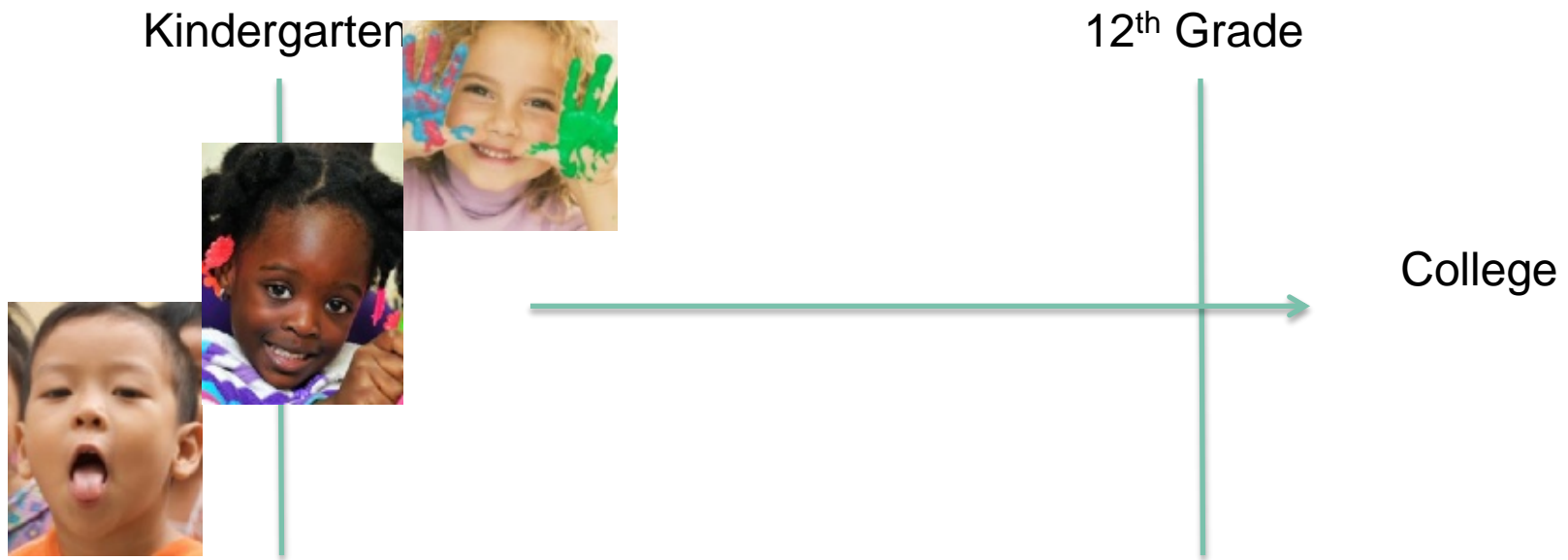
Why?

- Because it's about *every child*...



○ *Every child...*

Used to mean closing achievement gaps and graduating more students with the promise of college



*We know our students will
not only have to **graduate**;
their **diplomas** will have to
be **passports** for a much
different **future**.*



○
*When the workplace looked
like this,*



*classrooms could look like
this...*



*When we are unsure of what the workplace of **tomorrow** will look like, how can we prepare our students **today**?*





○ We know today's students will have to *create* their *jobs*, not *look* for *jobs* as we did.

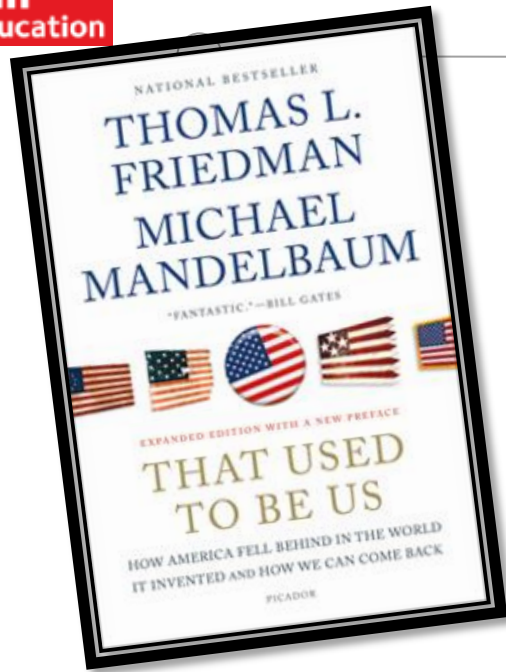
They will *compete* with others around the globe.

They will have jobs replaced by *outsourcing* and *technology* if their skills are easily *replicated* or *duplicated*.



*They will need
innovation,
communication,
critical thinking,
collaboration,
creativity, and
entrepreneurship.*





“Think like an immigrant.
Think like an artisan.
Think like a starter-upper,
and think like a waitress at
Perkins Pancake House in
Minneapolis just off
Highway 100.”

--Friedman & Mandelbaum



Think like an immigrant

“I better figure out what’s going on in this town and pursue those opportunities with more vigor and focus than anybody else.”



Think like an artisan

***Do your job as if
you wanted to
carve your initials
into it at the end of
the day.***



○ Think like a starter-upper.

Always be in beta.

***Always be
engineering,
reengineering,
and
redesigning
yourself.***



Think like the waitress at Perkins Pancake House in Minneapolis.

*I gave you
extra fruit.*



To prepare our students, we must build the schools our students need, not those we fondly remember.



○ We must *customize* the education of *every child*, building their capacity to be a *champion* of their own learning.



When...

*will depend on the courage
and commitment of
superintendents, leadership
teams, and boards to act **with
purpose** and begin to truly
transform our educational
system.*





“Less Talk; More Action”



Momentum
Turning the Page in
Literacy & Innovation



‘We are confronted with the fierce urgency of now. ... This is no time for apathy or complacency. This is a time for vigorous and positive action.’

- Dr. Martin Luther King, Jr.

Tidal wave of change coming

“There is a tidal wave of
reform of
education

Actually, it's already here.



Expectations

```
graph TD; Expectations[Expectations] --> Resources[Resources]; Expectations --> Trust[Trust];
```

The diagram consists of three light green arrows with dark green outlines. A large upward-pointing arrow is at the top, with the word 'Expectations' in red text centered over it. Below this arrow, there are two downward-pointing arrows. The left downward arrow has the word 'Resources' in red text centered over it, and the right downward arrow has the word 'Trust' in red text centered over it.

Resources

Trust



“The New Normal”

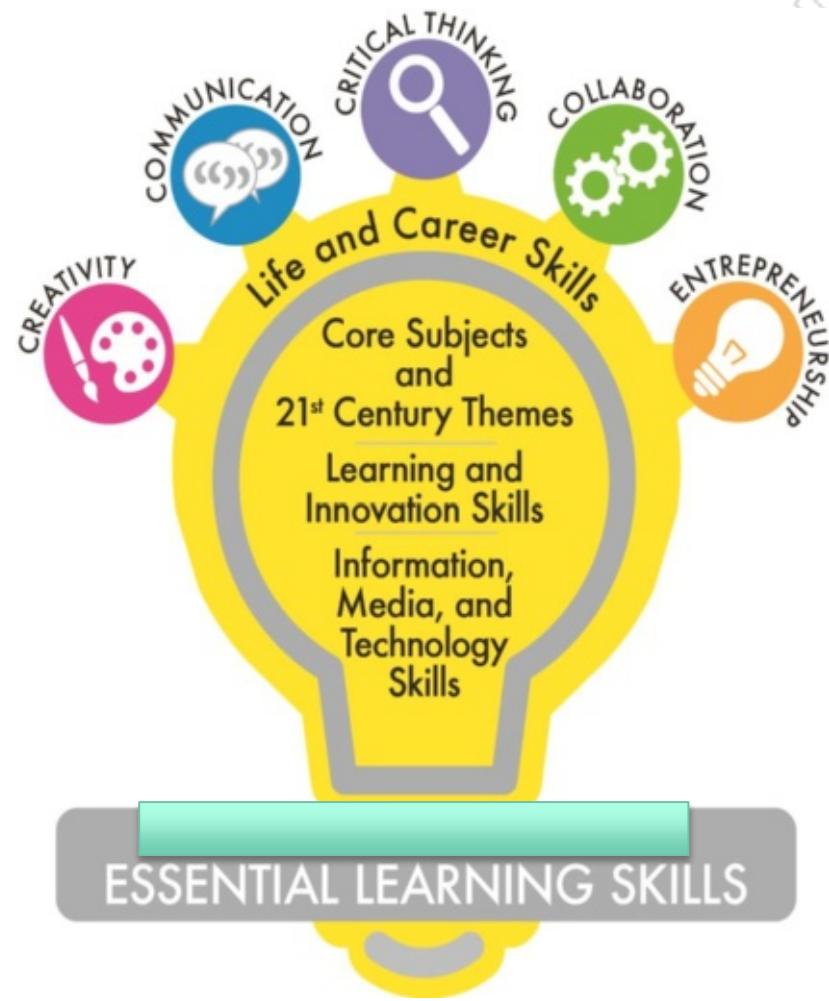
“For the next several years, preschool, K-12, and postsecondary educators are likely to face the challenge of *doing more with less.*”

-U.S. Secretary of Education Arne Duncan

The Common Core is here and alive...

(unless your state has or is thinking about a “redo...”).

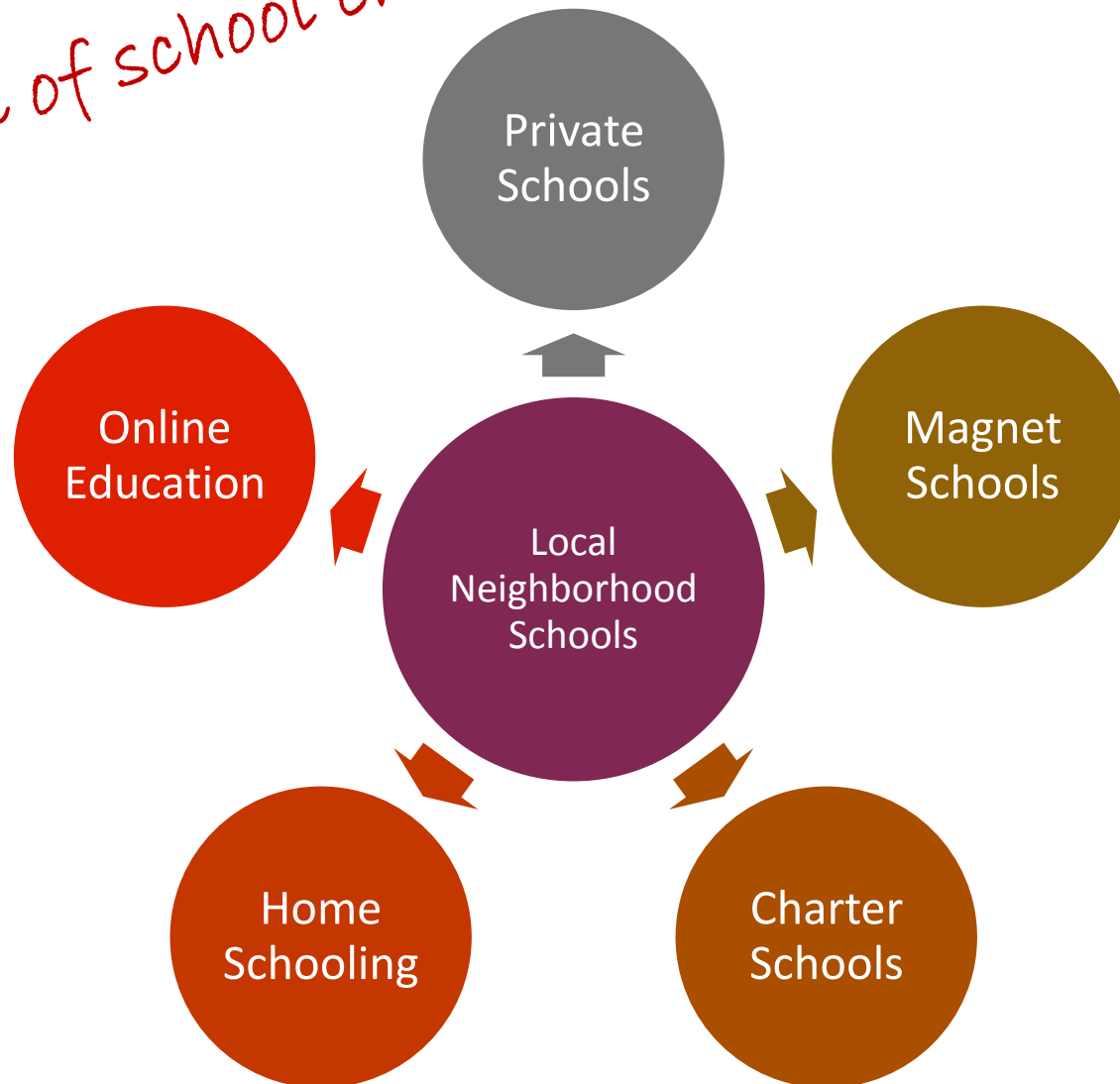
Whatever perspective individuals may have about the Common Core, there is consensus it does not cover all the 21st century skills students will need.



The Testing Agenda

- Volume of tests - impact on instructional time
- Assessments tied to teacher evaluations
- Online tests – PARCC, Smarter Balance
- Parent opt-outs
- Assessments not tied to college readiness
- A-F grades based on testing

The evolution of school choice

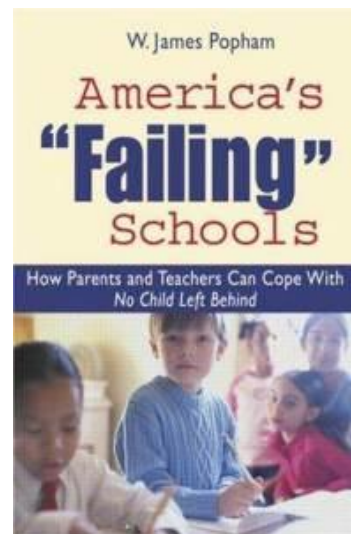
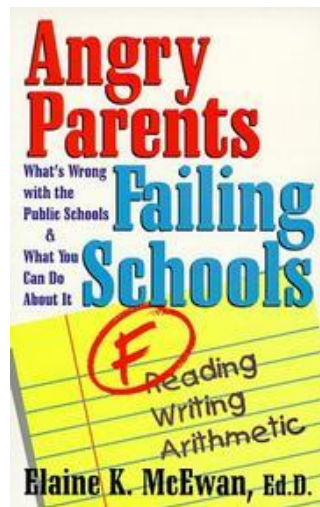


The Brown decision


May 17, 1954:
*The U.S. Supreme Court
rules against racially
segregated schools.*



There's a growing number of forces talking about public education's failure.



Public education is under attack from some very powerful special interests.




[Web](#)
[Images](#)
[Maps](#)
[Videos](#)
[News](#)
[More ▾](#)
[Search tools](#)

About 33,300,000 results (0.49 seconds)

How Bad Are The Public Schools? - Is There A Crisis ... - PBS
www.pbs.org/wgbh/pages/frontline/shows/vouchers/.../crisis.html ▾ PBS ▾
 But it is not **failing** its students. The second system of **public** education, which is based principally in poorer urban and rural areas, is indeed in crisis. Too many of ...

In the news



Failed Denver Public Schools students getting a pass, former teacher says
[FOX31 Denver](#) - 2 days ago
 DENVER — A former teacher at a troubled Denver high school has stepped forward with ...

[Georgia's failing schools: The worst of the worst](#)
[Atlanta Journal Constitution](#) - 3 days ago

[State Republicans change course on school sanctions](#)
[Green Bay Press Gazette](#) - 2 days ago

[More news for failing public schools](#)

Do American public schools really stink? Maybe not - Politico
www.politico.com/.../do-american-public-schools-really-stink-ma... ▾ Politico ▾
 The drumbeat is hard to miss: Our **schools** are **failing**. **Public** education is in crisis. Our students are falling further and further behind. The rhetoric comes from the ...

Who is Failing Our Schools? | Parenting
www.parenting.com/article/failing-public-schools ▾
 The problem is our schools, many of which haven't kept up with a changing world. ...
 The Boston Teacher Residency program, run by the **public schools**, gives ...



Public Trust

Social media has given rise to “CAVE people.”

**Citizens
Against
Virtually
Everything**



○ In a world of digital natives being taught by digital immigrants, kids are bored.



Svetlana Braun via Getty Images



Why Now?...



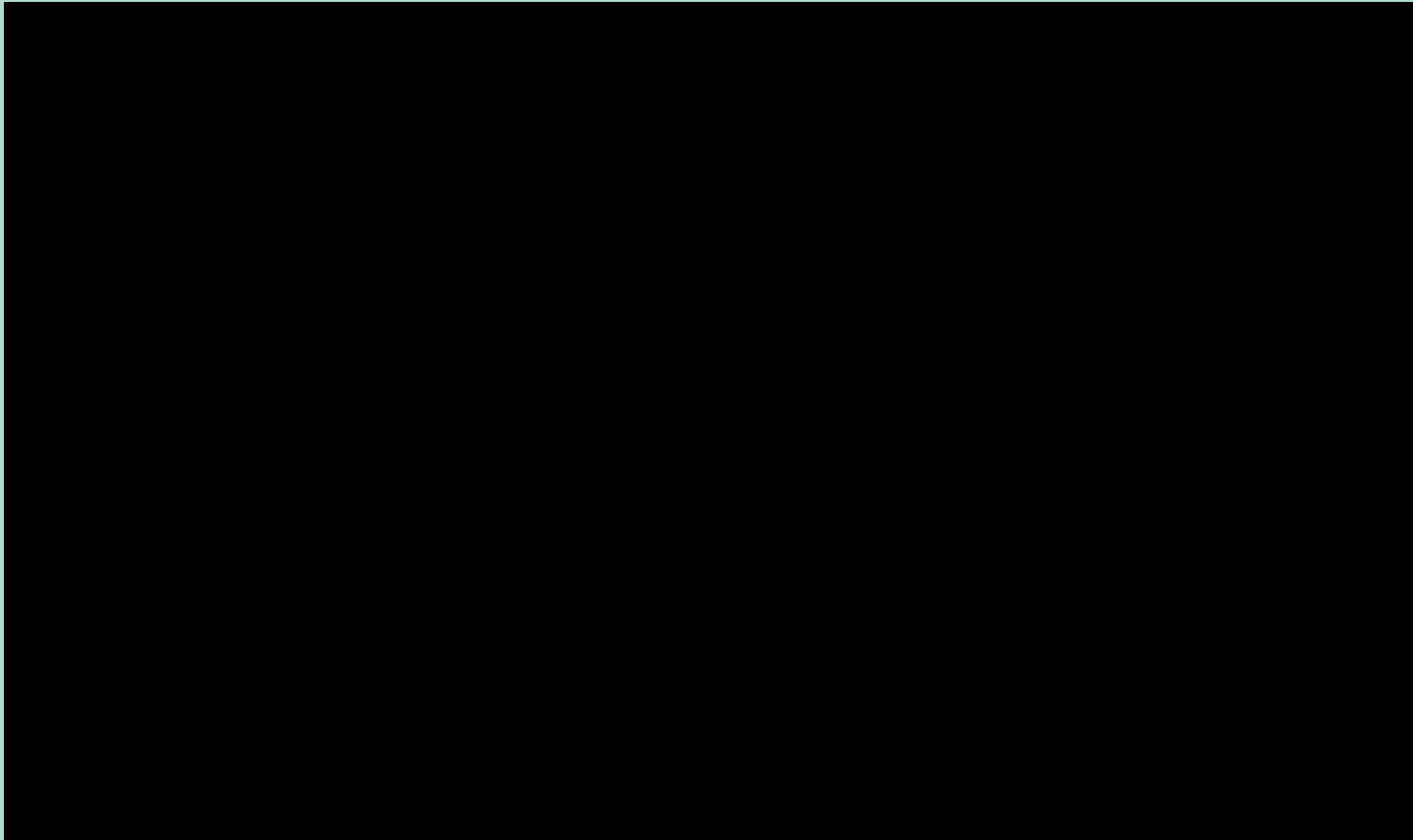
Technology has enabled us to truly impact every child and personalize their learning environment.

Table Talk

Can public education reform and innovate itself?



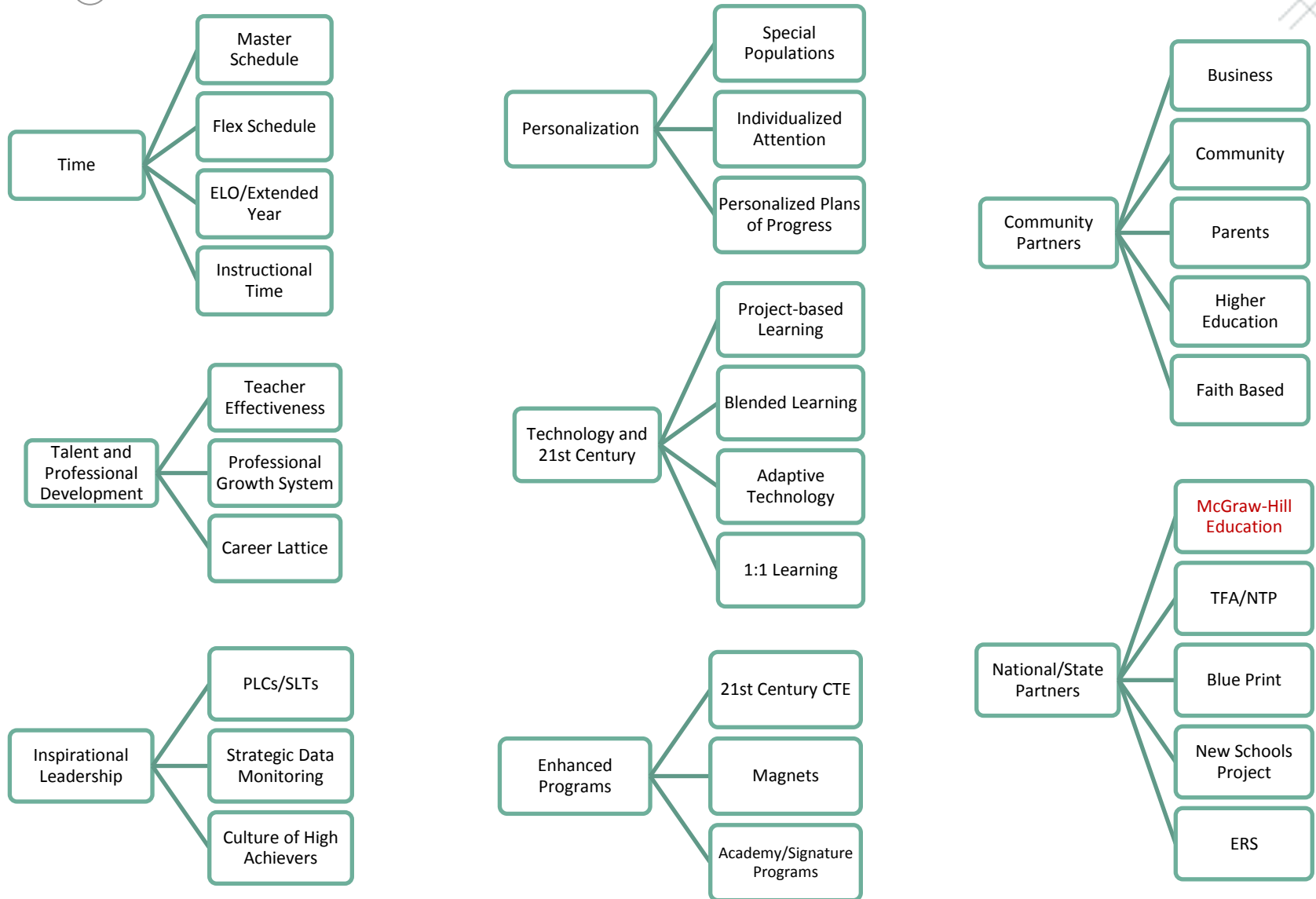
So we know we need to act
now... with purpose...



But let's look before we
leap



Strategic School Redesign



To have every local neighborhood school be
“remodeled” as a school of choice, school
leaders must be entrusted and empowered to
be our “lead designers.”

*We need school
leaders to be
Education
Design Stars.*

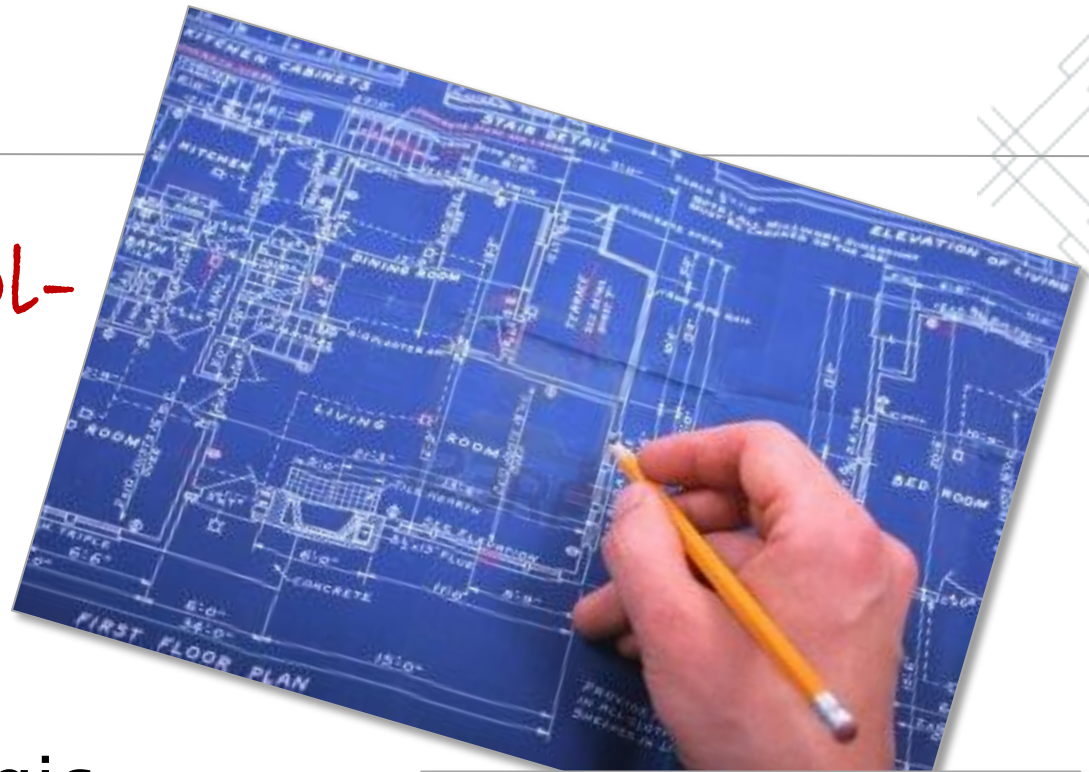


- We can take the solid foundations of our educational practice and modernize them to meet the needs of our clients...our students.



Strategic school- design process

How do you work
together today to
ensure your strategic
school-design
process will be the
blueprint for the
choice schools of
tomorrow?



What are the tools you will use to build your dream school house?

Time – How will you use time to shape your house?



Talent

People –

How will the design of your school ensure great students have access to great teachers?



Tools

Enhanced programs –

How do you make sure your school has exciting programs and offerings to match the unique needs of your school community and will keep students engaged?





Tools

Technology –
How will you infuse
21st-century
resources to ensure
21st-century
learning?



How...

*districts make a well-defined,
well-designed, and well-
deployed conversion to
digital, personalized learning
will determine if they are
truly preparing students for
future success*





○ The concept of a digital ecosystem in education sounds daunting and frightening to many.



A Glimpse into the Future of Learning

In the future...

These changes point the way toward a diverse learning ecosystem in which learning adapts to each child instead of each child trying to adapt to school.

Learning will no longer be defined by time and place — unless a learner wants to learn at a particular time and in a particular place.

Learners and their families will create individualized learning playlists reflecting their particular interests, goals, and values.

Those learning playlists might include public schools but could also include a wide variety of digitally-mediated or place-based learning experiences.

Whatever the path, radical personalization will become the norm, with learning approaches and supports tailored to each learner.

Educators' jobs will diversify as many new learning agent roles emerge to support learning.

A wide variety of digital networks, platforms, and content resources will help learners and learning agents connect and learn.

Some of those tools will use rich data to provide insight into learning and suggest strategies for success.

At the same time, geographic and virtual communities will take ownership of learning in new ways, blending it with other kinds of activity.

As more people take it upon themselves to find solutions, a new wave of social innovation will help address resource constraints and other challenges.

Diverse forms of credentials, certificates, and reputation markers will reflect the many ways in which people learn and demonstrate mastery.

Work will evolve so rapidly that continuous career readiness will become the norm.

"School" will take many forms. Sometimes it will be self-organized.

For KnowledgeWorks' full forecast on the future of learning, see *Recombinant Education: Regenerating the Learning Ecosystem* knowledgeworks.org/strategic-foresight

What Digital and Future-Ready Classrooms Look Like...

- Personalizing and adaptive learning
- Restructuring teacher/student time
- Extending the purpose and audience for student work
- Shifting teacher and student roles in a world not dominated by “knowing”



Personalizing and Adaptive Learning with Purposeful Technology

Just as a doctor generates an individual diagnosis and health care based on patient data, we will need to create personalized plans of progress based on the students' needs.



Role of Technology in Meeting Student Individual Needs

“We believe that instructional technology at its best allows the learner to do things that would be impossible, unsafe, impractical, or uninspiring to do otherwise.”

(Pitler, Hubbell & Kuhn, 2012, p. 9)

Trends in Education

Just for me

Apprenticeship model

Just in case

Standard Curriculum

Bespoke Curriculum

Just in time

Personalized Learning

Just for me

**Personal Learning
Environment**

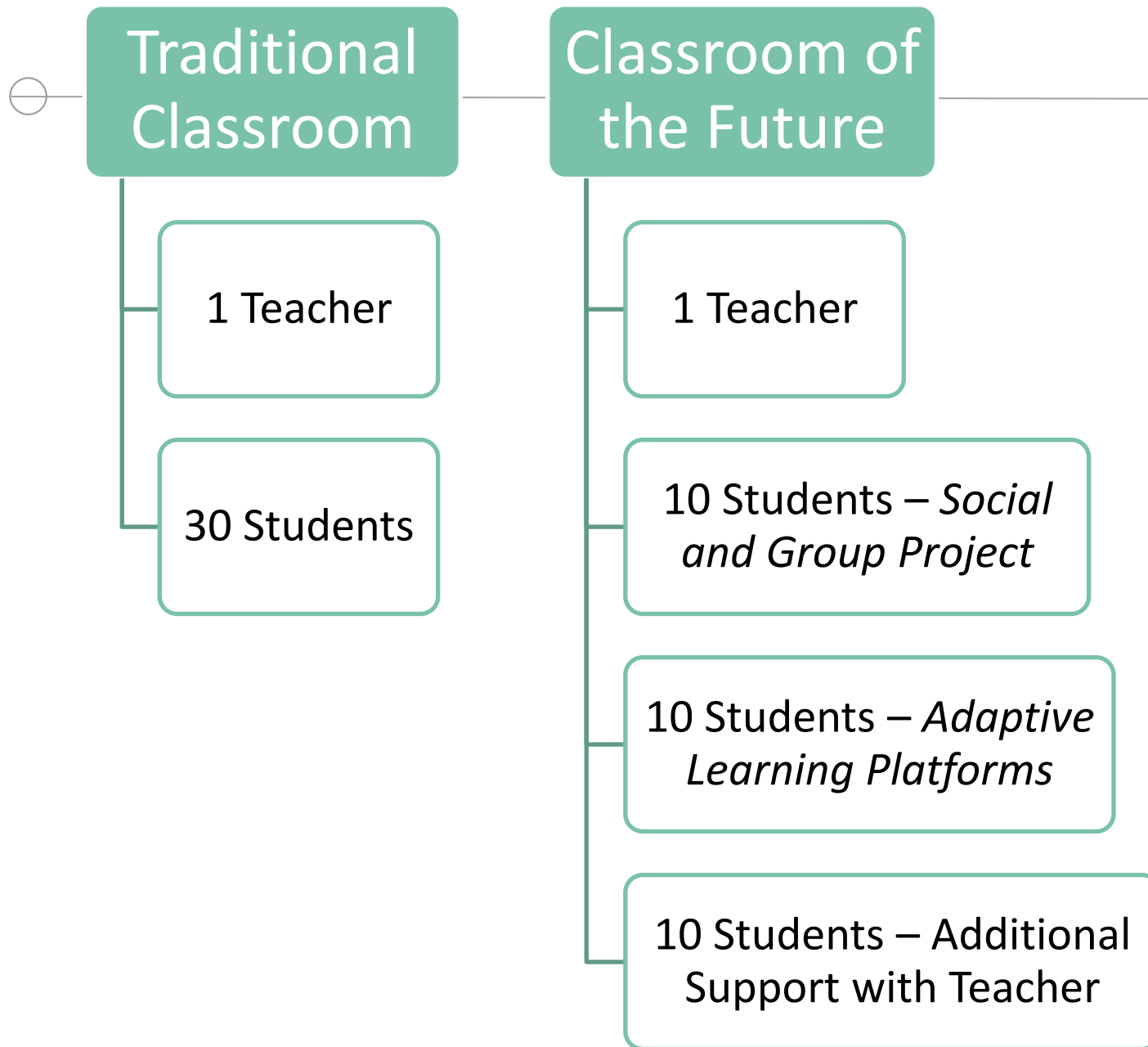
Tools to Help Teachers Adapt to the Personalized Needs of Students



Restructuring Teacher & Student Time

Flipped Classrooms, Diagnostic Tools, and Higher Order Thinking





Before, During & After Technology Use

- Before
 - Determine standards that will be met with the lesson
 - Plan content of the lesson
 - **Prepare students for technology use** (research, brainstorming, think-pair-share, instructions, plan, draft)
 - Provide guides or other tools to assist with technology use
 - Preassess what knowledge and skills students have about the technology tools you have chosen
 - **Explicitly teach any skills students need to use the technology effectively** (“just in time” or “point of use”)
- During
 - Determine requirements for project that requires technology (time limit, stipulations, number of slides, criteria)
 - Provide supports for students at point of use
 - Assist students as needed (including pairing based on readiness)
- After
 - Process information learned
 - Relate learning gained through technology tools to content standards
 - Assess content knowledge and skill attainment (but plan and teach this BEFORE the technology use)

Extending the Purpose and Audience for Student Work



Learning to learn



Critical thinking



Collaboration



Creativity

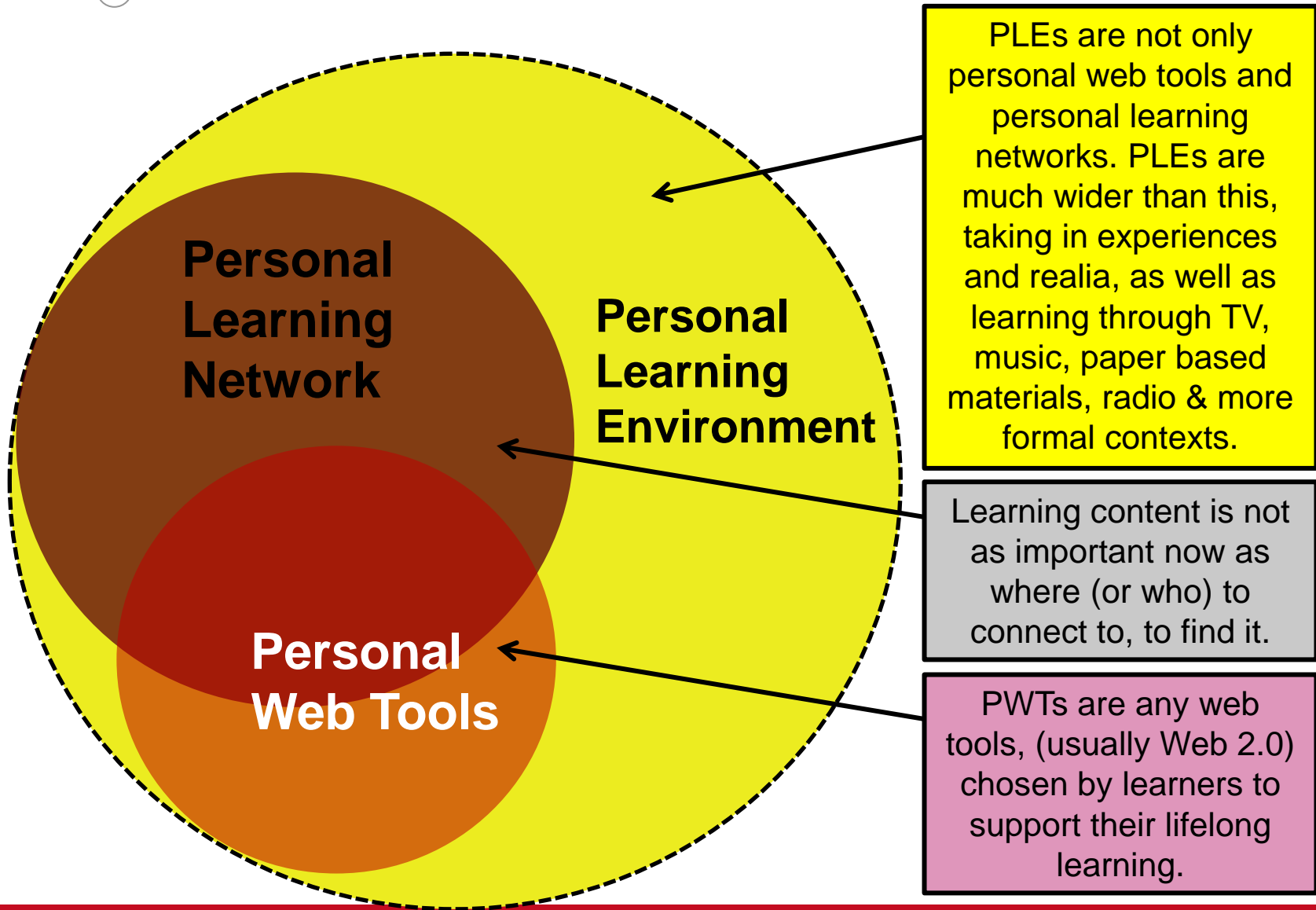


Reflection

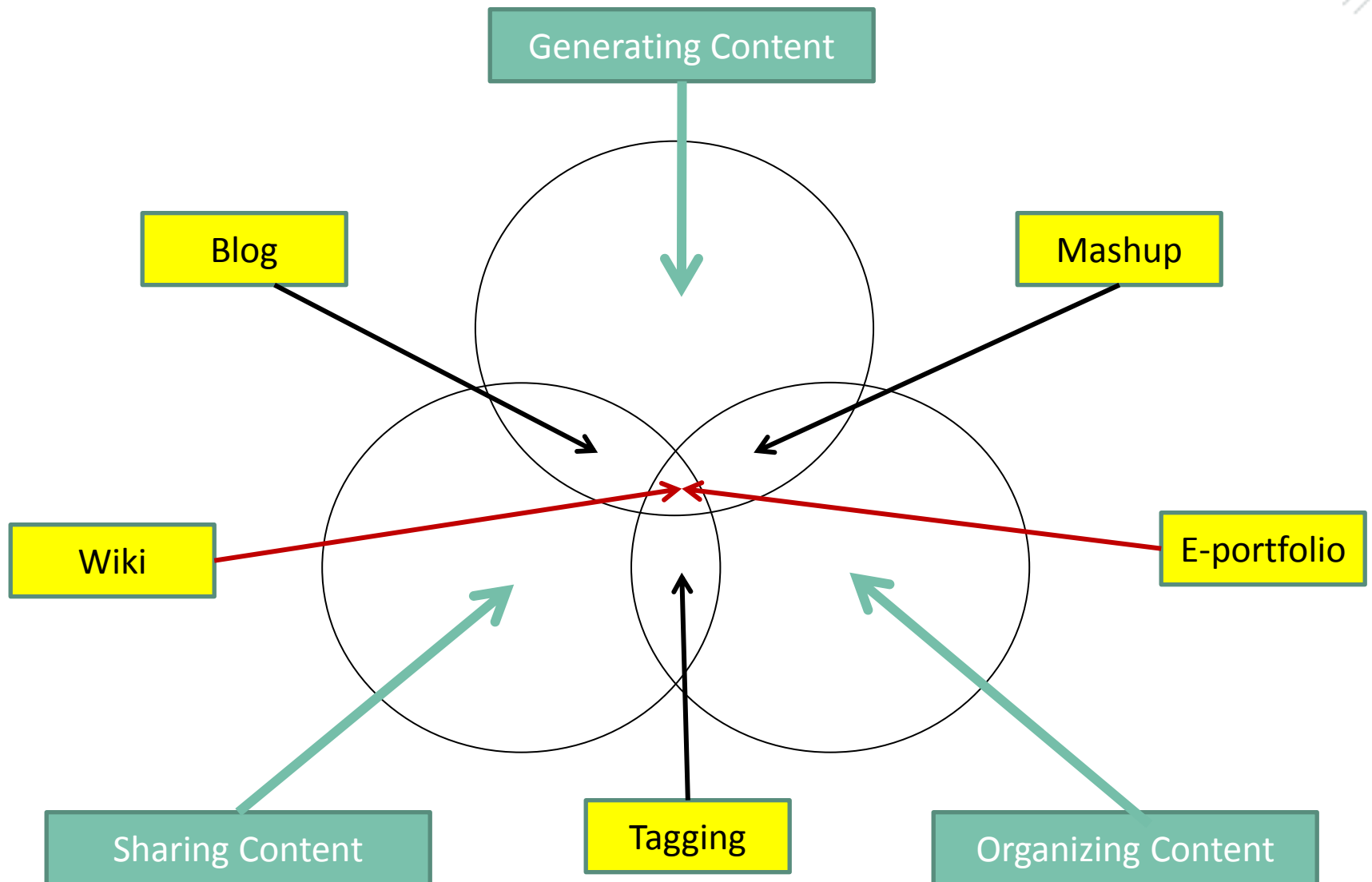


Evaluation

Personal Learning Environments

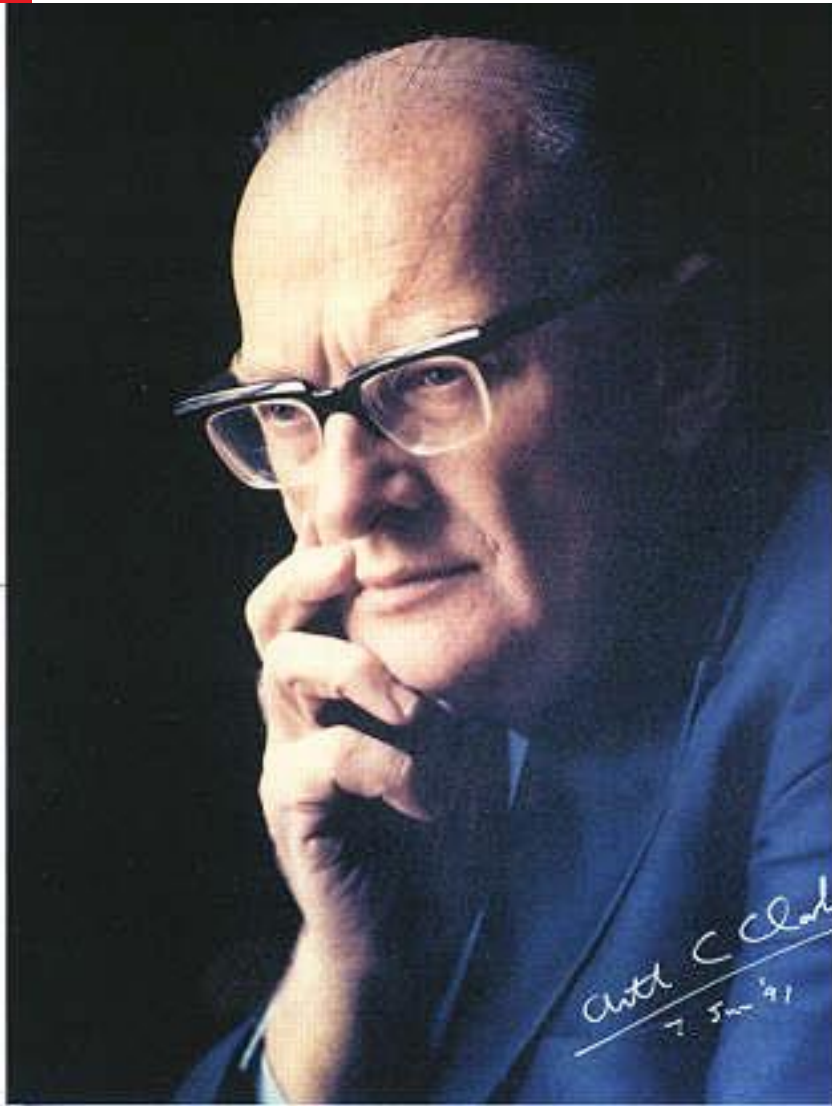


Personal Web Tools





Shifting Teacher and Student Roles in a World Not Dominated by “Knowing”



<http://aproposofnothing.files.wordpress.com>

*“Any teacher
who can be
replaced by a
computer....
.... should be”.*

- Arthur C. Clarke



The most important part of the house that supports the learner is a **quality teacher**. We must **never** intentionally or unintentionally give the impression the teacher is devalued in the DDC process.





*‘Information
is going to
double
every 15
minutes.’*

-- Tom Friedman



Teachers will be providers of
context, rather than
information providers.





**‘The new literacy is the ability to learn
and re-learn in a hyper-connected world.’**

-- Tom Friedman



The Internet as a Subject?



Learners will need new 'literacies'

- Social networking
- Privacy maintenance
- Identity management
- Creating content
- Organising content
- Reusing and repurposing
- Filtering and selecting
- Self presenting



© Steve Wheeler, Plymouth University, 2011



Rise of SOLEs – Self-organized learning environments



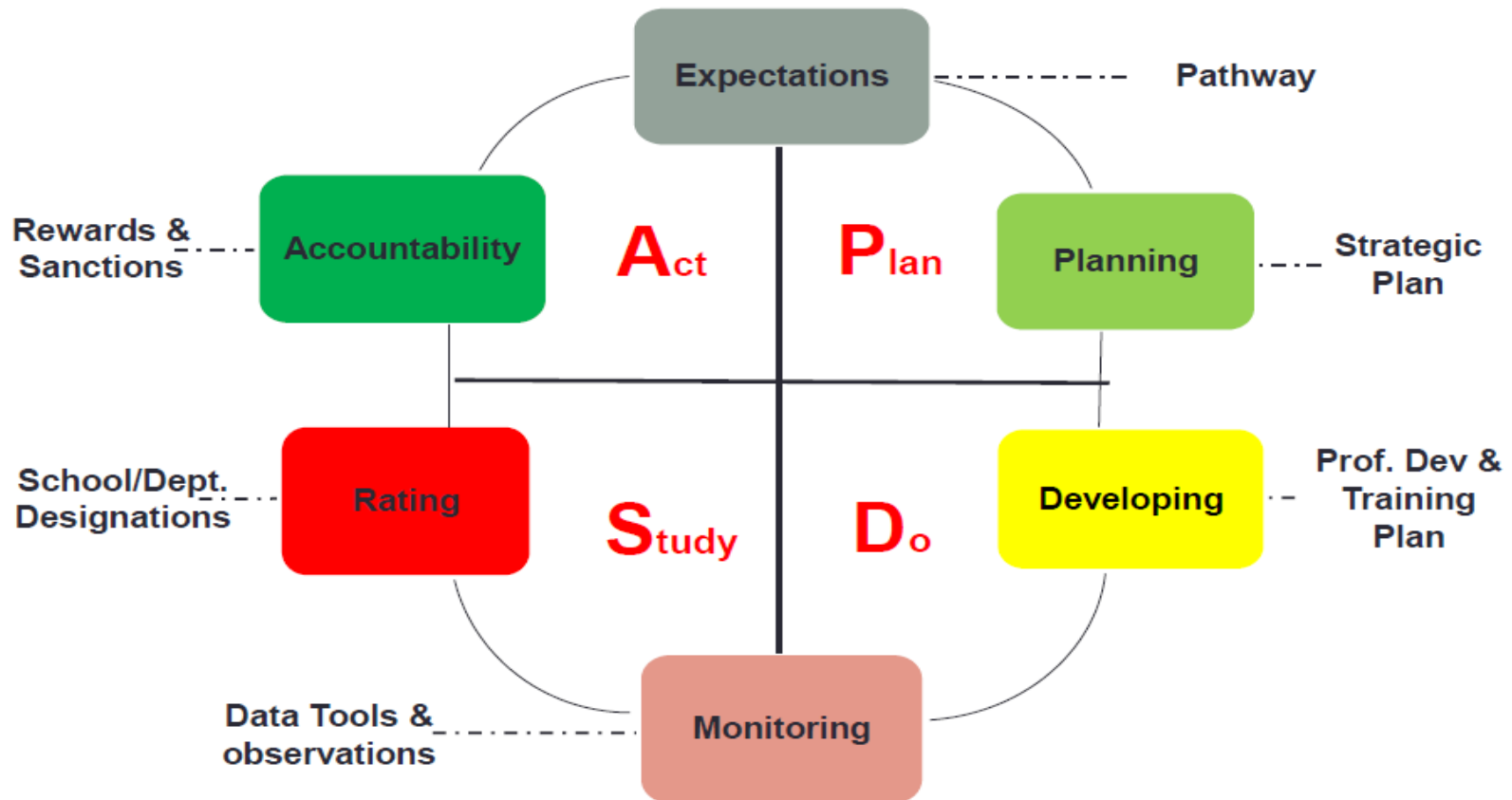
*"If we teach today's students as we
taught yesterday's, we rob them of
tomorrow"*

- John Dewey



Hope is not a strategy; excellence and progress come from planning and process.

Performance Management Cycle





One of the most significant challenges for school districts across the country in this era of accountability has been to answer the question, “How do we define success?”

This challenge is even more profound when it comes to the question of “What makes a successful digital conversion?” for a school district.





Success for a school district's digital conversion cannot be measured by the number of student devices, online creative programs, or teacher technology tools.

It **must** be measured by how such devices, programs, and tools help to **inspire quality teaching** and translate to **student learning**.



“Coordinating and achieving all the necessary tasks and components for digital conversion success is akin to change management.”

~ Scott Drossos





Change Management

- Assess the current state
- Create a sense of urgency
- Collaborate a shared vision and plan
- Restructure the organization around the new vision and plan
- Sustain programs and momentum



Table Talk

What part of the change management system presents the most challenge in leading a successful digital conversion?





All new initiatives require at least three things:

- * Budget plan
- * Professional development plan
- * Communication plan





Designed to Aid all Teachers
& Learners

Support New Digital
Instructional Practices



Reliable
and Easy
to Use



Interoperability Matters



Reduce
Risks



Proven
Results



Enabling



Learning

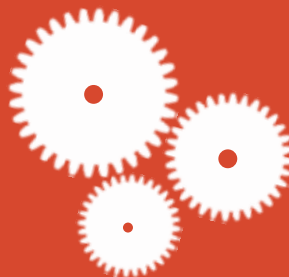


Hardware
is Not a
Solution

Understand TCO



It's a
Process,
Not an
Event



Real-Time



Actionable
Real Time
Data is
Essential





Making a commitment to a successful district digital conversion is a huge undertaking requiring **vision, steadfastness, courage,** and **passion** for preparing students for future success.





We all remember that JFK said,
the United States should
“commit itself to achieving the
goal, before this decade is out,
of landing a man on the
moon...”





But we often forget part of that goal was also “returning him safely to earth,” and we should do such things “not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills.”



○ Jim Collins would call this a

BHAG

- Big, Hairy, Audacious Goal



What will your **BHAG** be in order to transform education in your community?





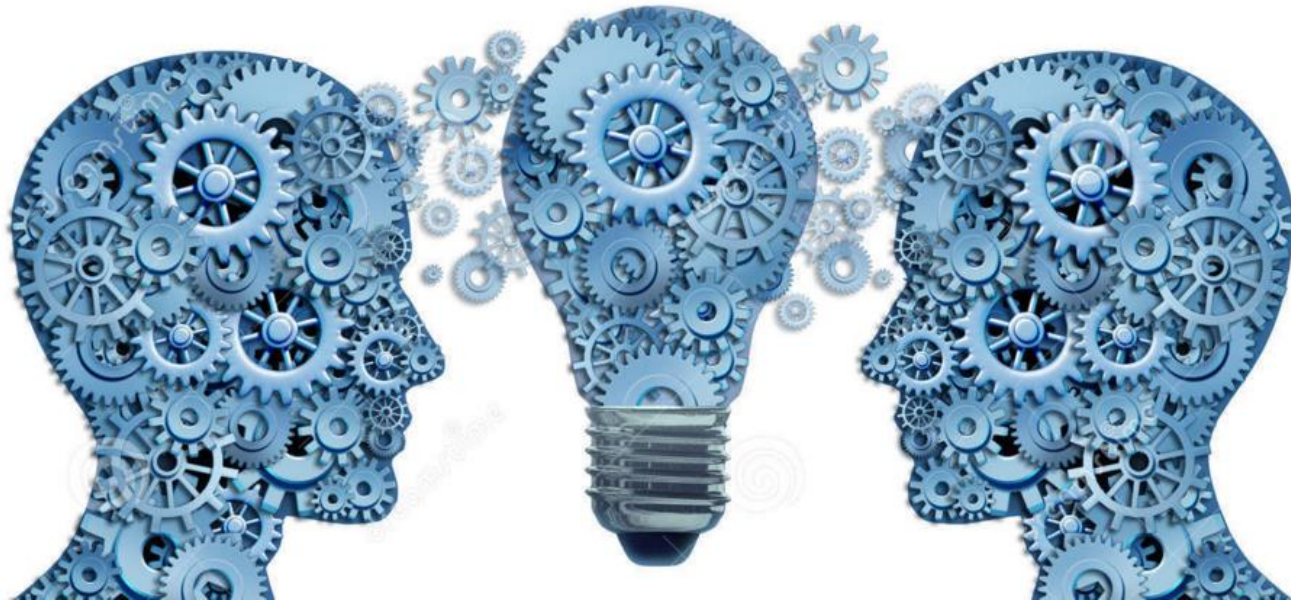


How MHE Works With You

1. Discuss District Digital Conversion recommendations
2. Strategic planning meeting
3. Initiate District Digital Readiness Audit
4. Digital Conversion launch process & timing



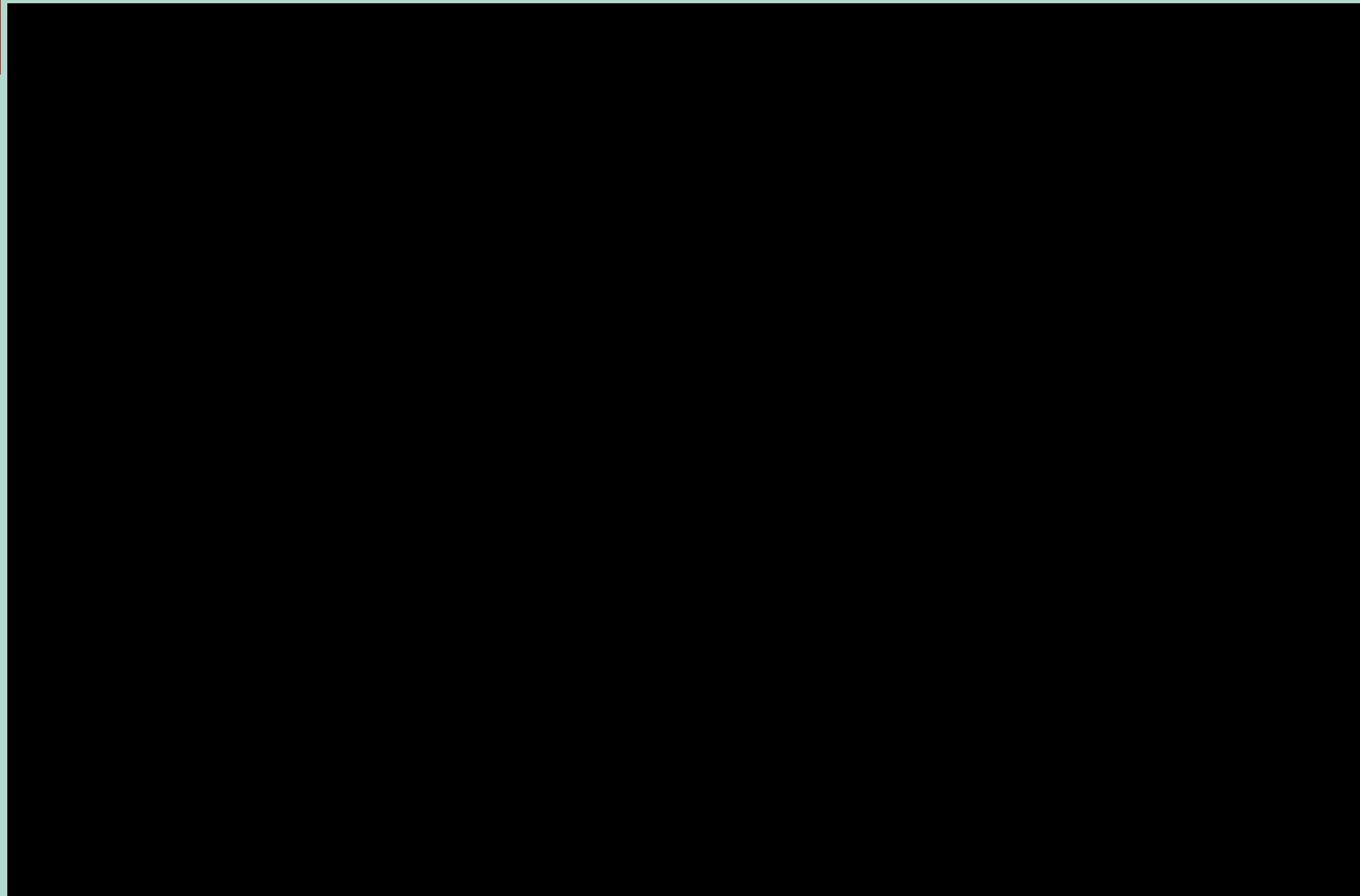
Leading change and innovation – it's up to you





NEVER DOUBT
THAT A SMALL GROUP
OF THOUGHTFUL COMMITTED CITIZENS
CAN CHANGE THE WORLD:
INDEED IT'S THE ONLY THING
THAT EVER HAS.

MARGARET MEAD



A Lesson in Reverse Psychology

We have over 50 million reasons why ...





...we must succeed.





“Less talk; more action”

Every child, with purpose,
prepared for future success.



References

Images from:

- Charlotte Mecklenburg Schools. Retrieved from: <http://www.cms.k12.nc.us/Pages/default.aspx>
- Coppell Independent School District. Retrieved from: <http://www.coppellisd.com/Page/10762>
- Dandelion Seeds and Dreams. Retrieved from: <http://dandelionseedsanddreams.blogspot.com/2010/07/painting-with-purpose-week-2-giveaway.html>
- HGTV. Retrieved from: <http://www.hgtv.com/>
- Knee Bouncers. Retrieved from: <http://tbrelearning.org/sites/default/files/imagecache/Slideshow/images/baby2.jpg>
- Mitra, S. (2015). General Session. National Summit on Education Reform. Denver, CO: October 22-23.
- Small Biz Trends. Retrieved from: <http://smallbiztrends.com/2013/09/goals-social-media-triumphs.html>