

# Higher Education Innovation in Context

Daniel L. Goroff

Opinions expressed here are not necessarily  
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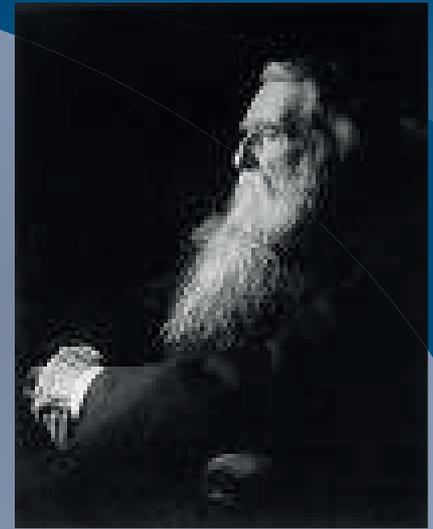
March 12, 2014



# Seascape by JMW Turner



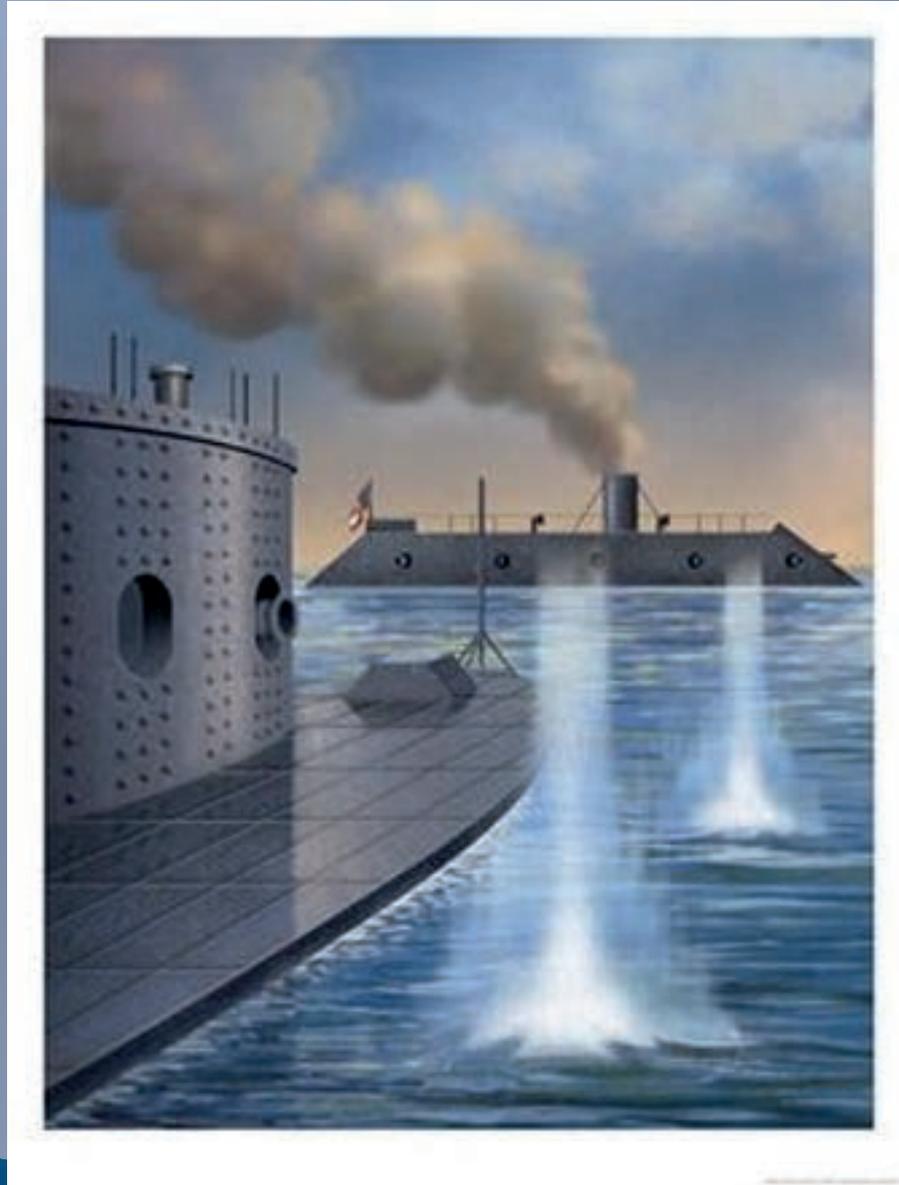
# The Critic Ruskin, 1859



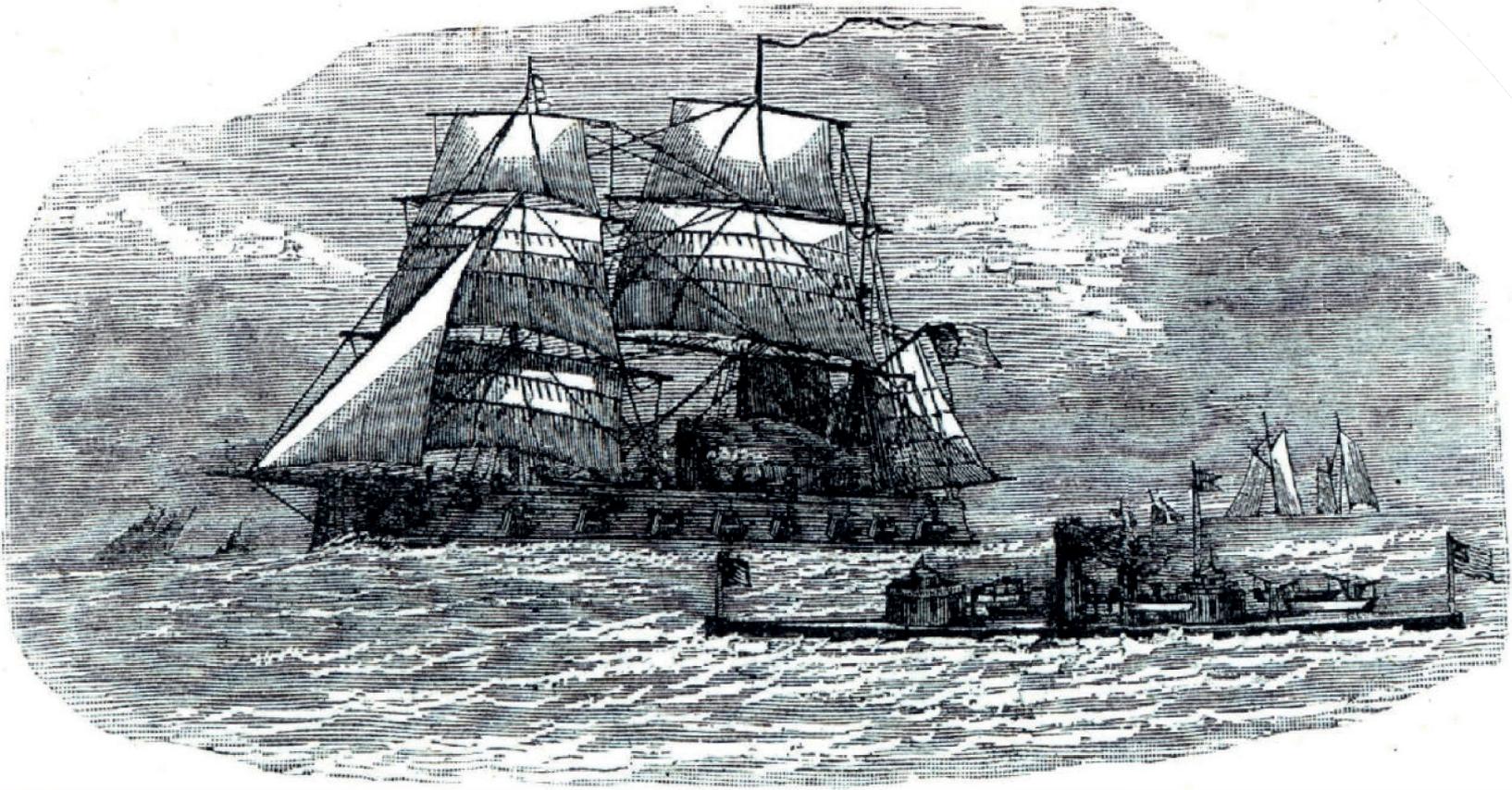
"For one thing this century will in after ages be considered to have done in a suburb manner, and one thing, I think, only...it will always be said of us, with unabated reverence... They built ships of the line."



# Ironclad Ships, 1862



# 50 Years of Naval Confusion



# Alfred Thayer Mahan

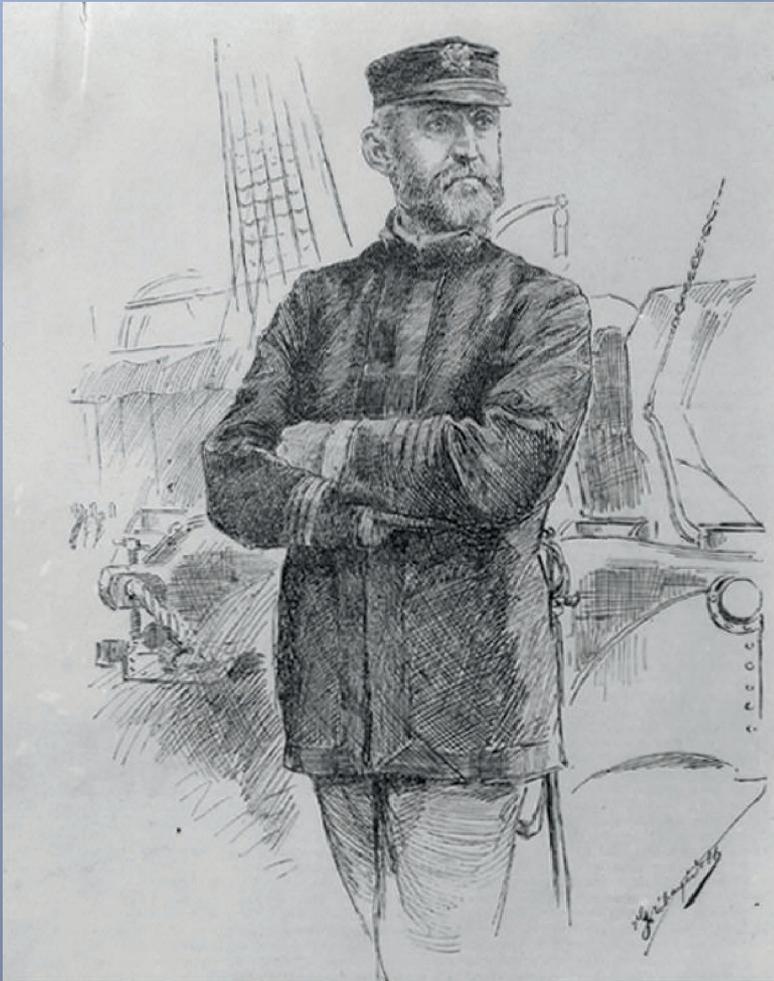
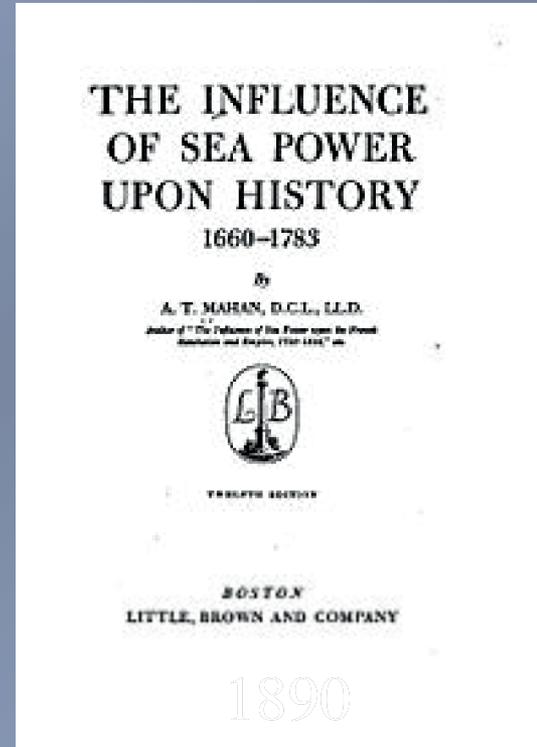


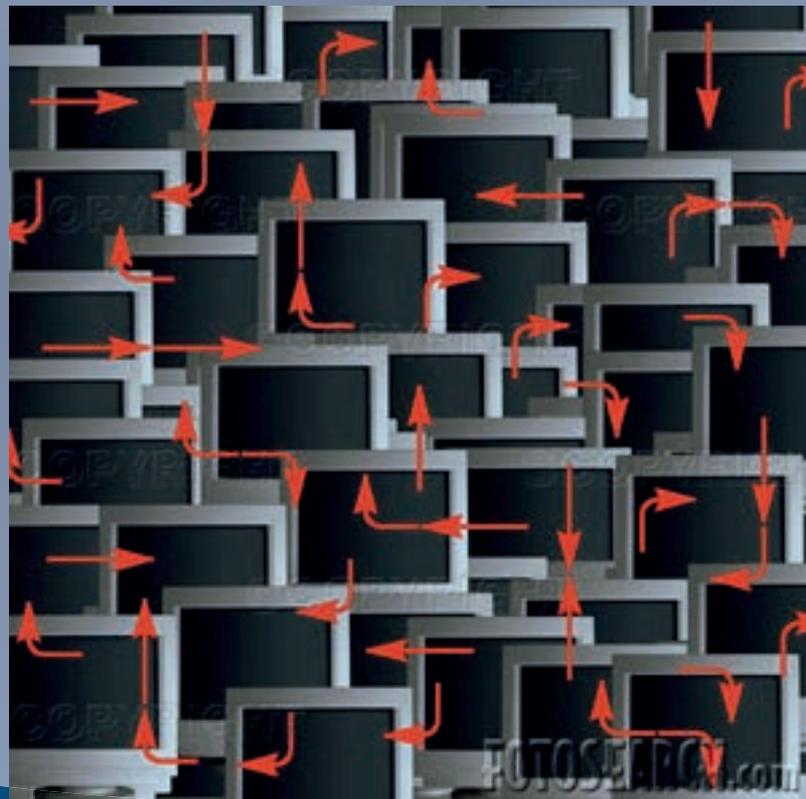
Photo #: NH48058 A.T. Mahan, 1894



# Need Now?

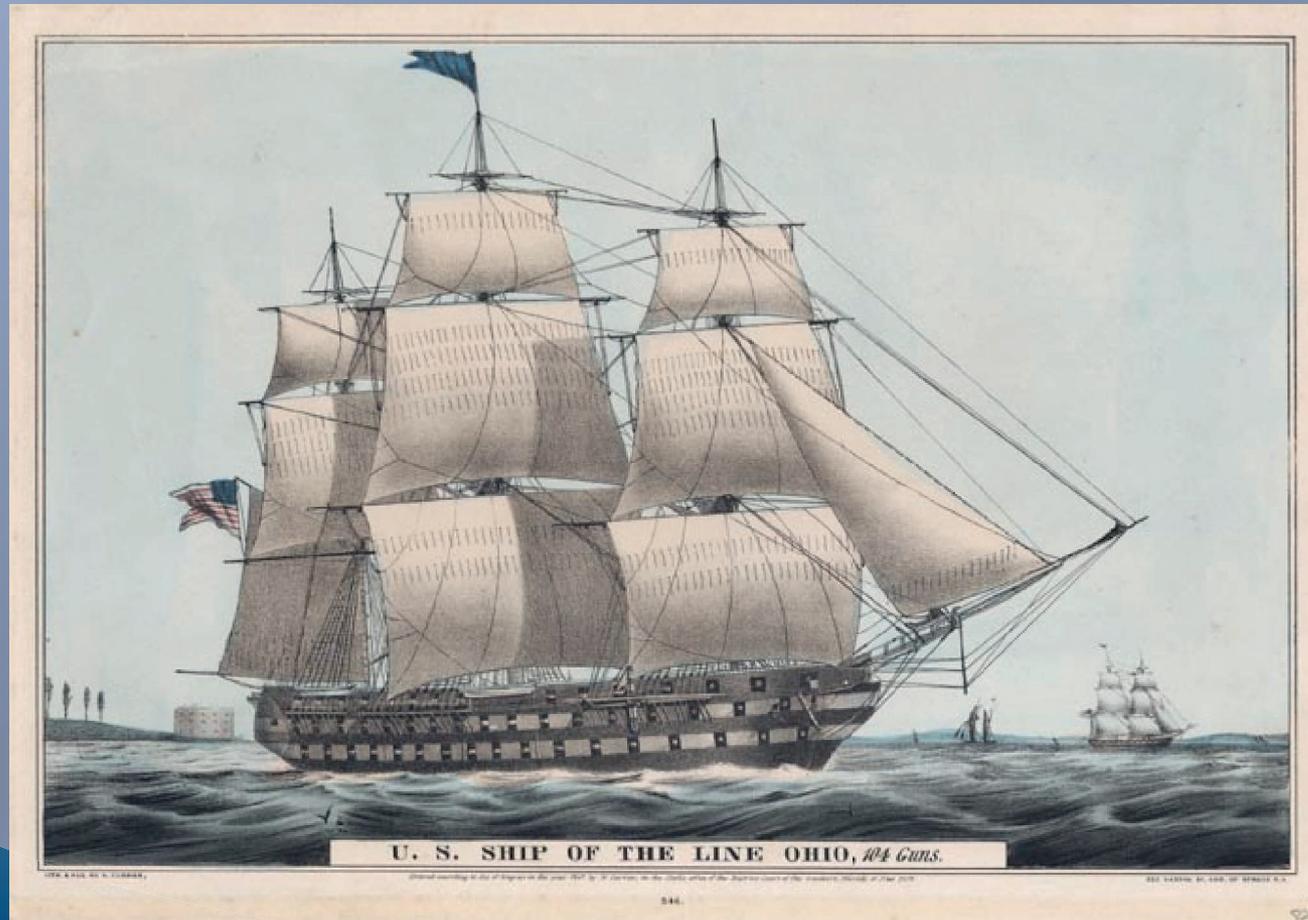
New Book to be called:

“Influence of Computing Power on Higher Education”



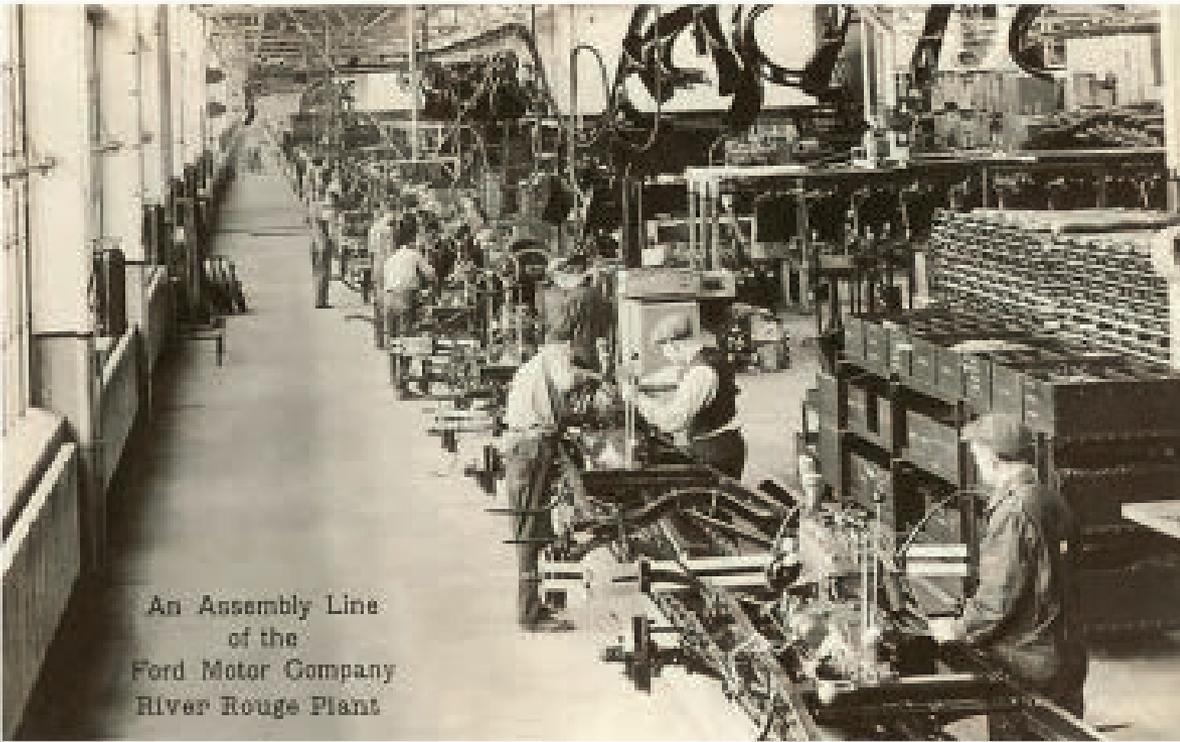
# Organizing Metaphors

- Age of Trading: Ships



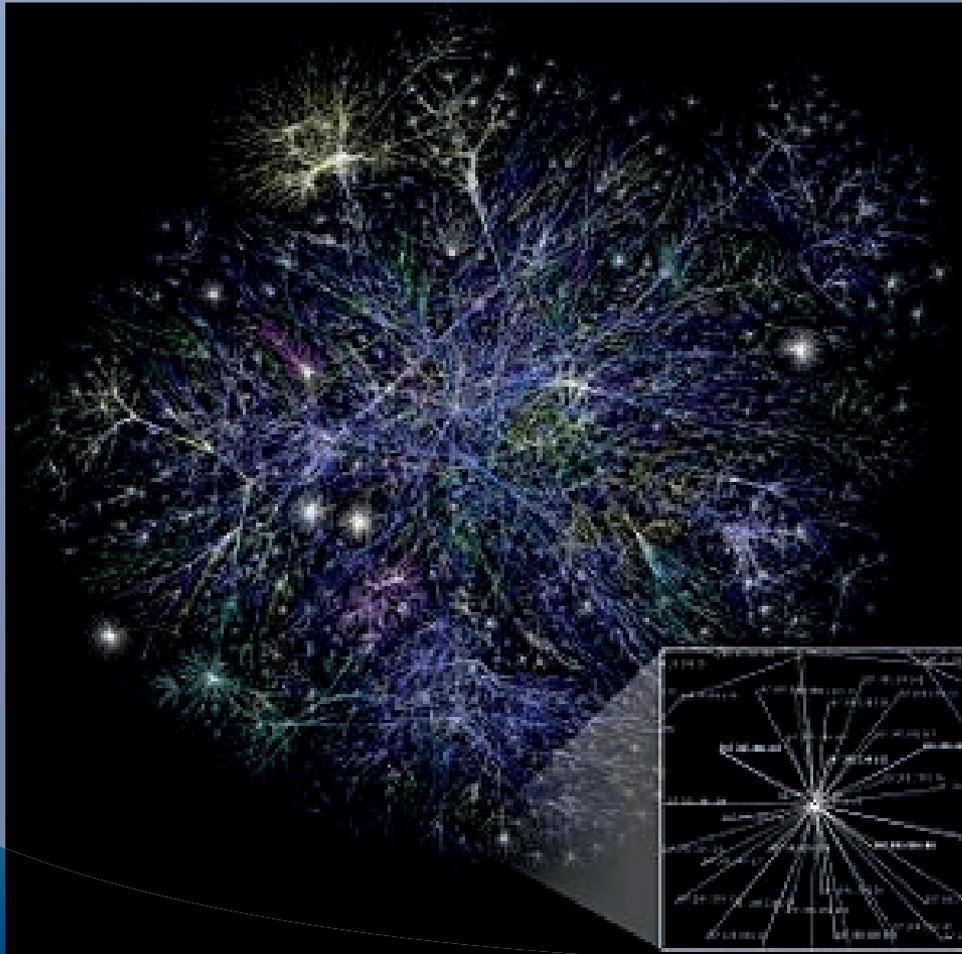
# Organizing Metaphors

- Age of Manufacturing: Assembly Line



# Organizing Metaphors

- Age of Information: Internet



# How Information Age Works

1. From Hierarchical to Flat Organizations
2. From Specialization to Integration
3. From Product Quantity to Process Quality
4. From Mass Production to Mass Customization and Interaction
5. From Competitive Markets to Winner-Take-All Tournaments
6. From Strategic Planning to Agile Development



# Why Work on Higher Ed?

1. Knowledge vs. Information
2. Communication vs. Data Exchange
3. Social Capital vs. Human Capital
4. Consensus Building through Argument vs. Persuasion by Advertising
5. Value Added vs. Monetary Profits
6. Long Term Commitments vs. Short Term Trends



# Evidence: Context Matters

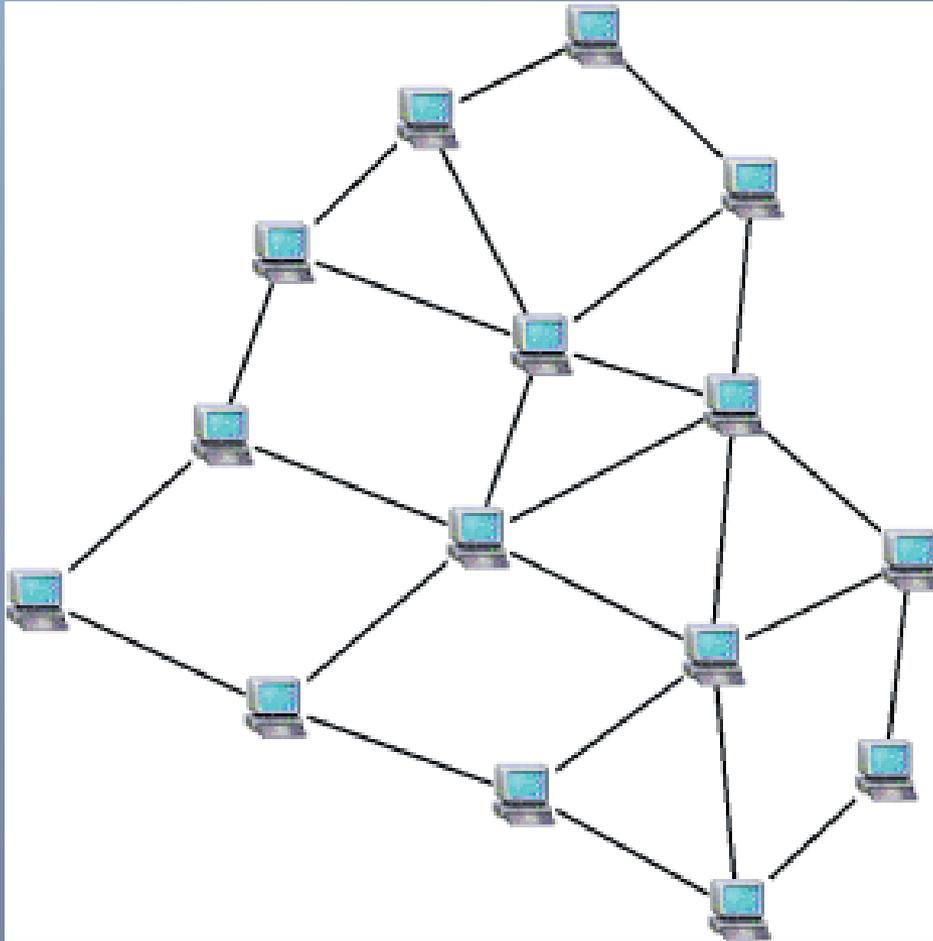
- Important question isn't: Good or bad?
- But compared to what? Hypotheses!
- Counterfactuals: What would have happened if not for this innovation?
- Just metering treatment group is not enough. Need valid sampling & design.
- Techniques: regression discontinuity, matching, instrumental variables, randomized control trials, natural experiments, etc.



# Innovation Metaphors



# Innovation Metaphors



# Set Sails & Full Steam Ahead

