

Innovation in Higher Education

Would we recognise it if
it hit us on the head?



Businet Conference Tallinn 2018

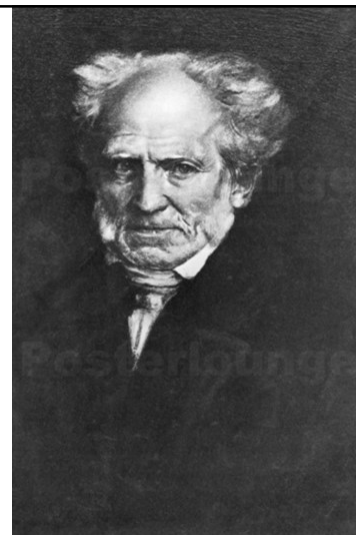
One Simple Truth

All truth passes through
three stages:

First, it is ridiculed.

Second, it is violently opposed.

Third, it is accepted as
self-evident.



Arthur Schopenhauer



Businet Conference Tallinn 2018

A fact

In most organisations today, the “practice” of innovation can be likened to the mating of pandas:

- Infrequent,
- Clumsy,
- And often ineffective



Businet Conference Tallinn 2018

What is Innovation?

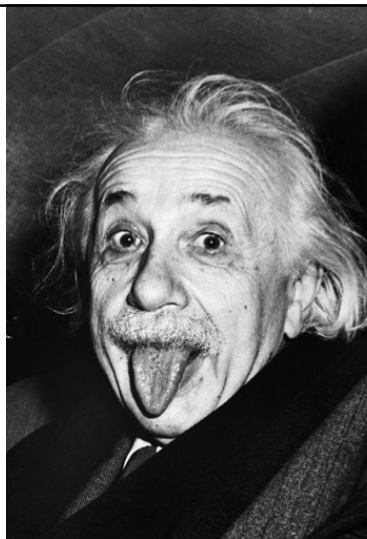
- Incremental or revolutionary changes in thinking, products, processes, organizations or industries
- A new way of doing something



Businet Conference Tallinn 2018

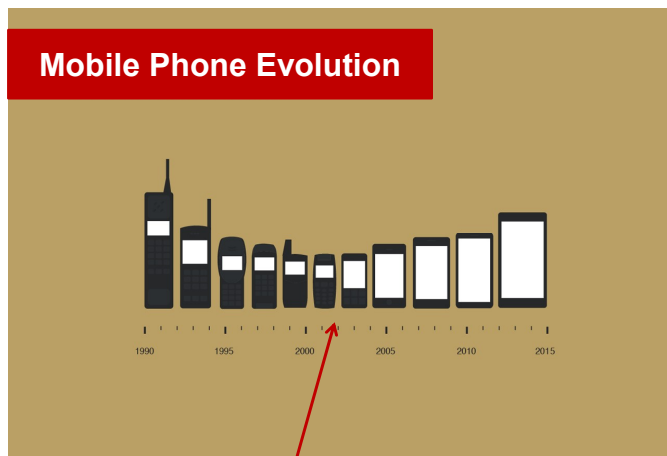
Why Innovate?

- Growth
- Profit
- Survival
- Be (Do) Better
- Excitement & Fun?
- Because change happens anyway



Businet Conference Tallinn 2018

Mobile Phone Evolution



**This is where people realised that they could see
porn on their phone.**



Businet Conference Tallinn 2018

A Proviso

Only hindsight
is the
perfect vision



Businet Conference Tallinn 2018

A Claim

Innovation
is
messy



Businet Conference Tallinn 2018

Another Claim

HEIs

hate

messy



MALTA
BUSINESS
SCHOOL

Businet Conference Tallinn 2018

HEI Culture

- Quality
- Rigid structures
(to guarantee quality)
- Analysing **past** situations to
explain the world
- Teach the world about this



MALTA
BUSINESS
SCHOOL

Businet Conference Tallinn 2018

State of Affairs

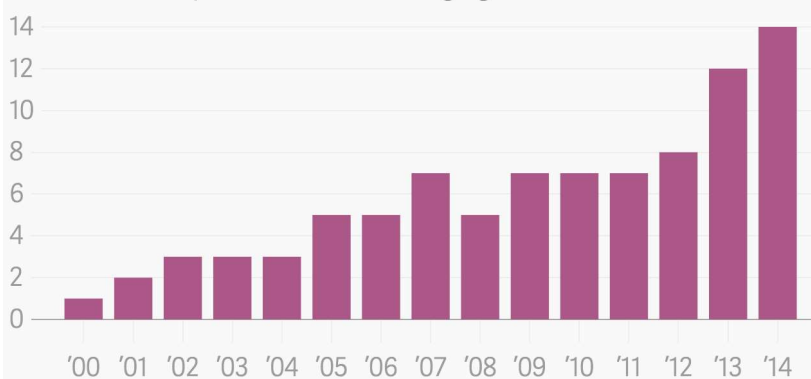
- UK – some Unis in financial difficulty, lower admission numbers, job cuts
- US – HE credit rating downgraded, closure of some small colleges (tuition-dependent), some M&As



Businet Conference Tallinn 2018

State of Affairs

Number of European universities merging



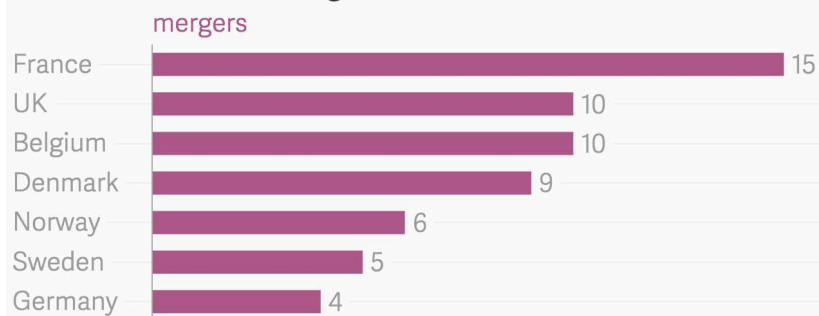
△ T L △ S | Data: European University Association



Businet Conference Tallinn 2018

State of Affairs

Number of universities merged since 2002



△ T L △ S | Data: UA University Merger tool

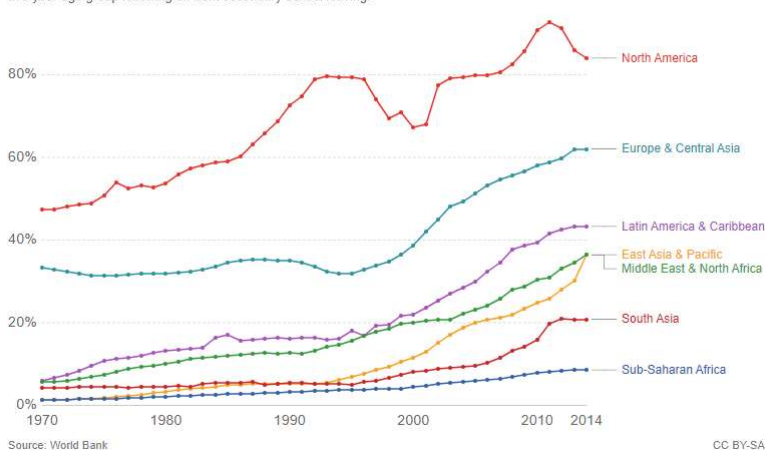


Businet Conference Tallinn 2018

State of Affairs

Gross enrollment ratio in tertiary education

Total enrollment in tertiary education, regardless of age, expressed as a percentage of the total population of the five-year age group following on from secondary school leaving.



Businet Conference Tallinn 2018

A Warning Sign

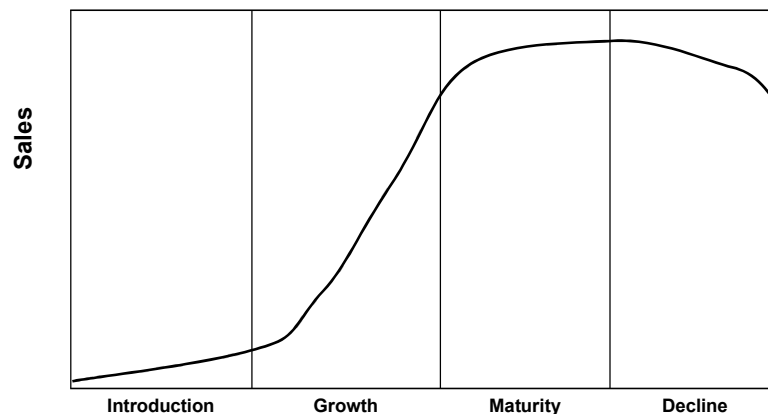
To maintain their relevance...organizations in higher education must go beyond tweaking their core competences (teaching and research). Instead, institutions must build entirely new ones (engagement/relationship building). A new way of doing something ...

LSE Report 2014

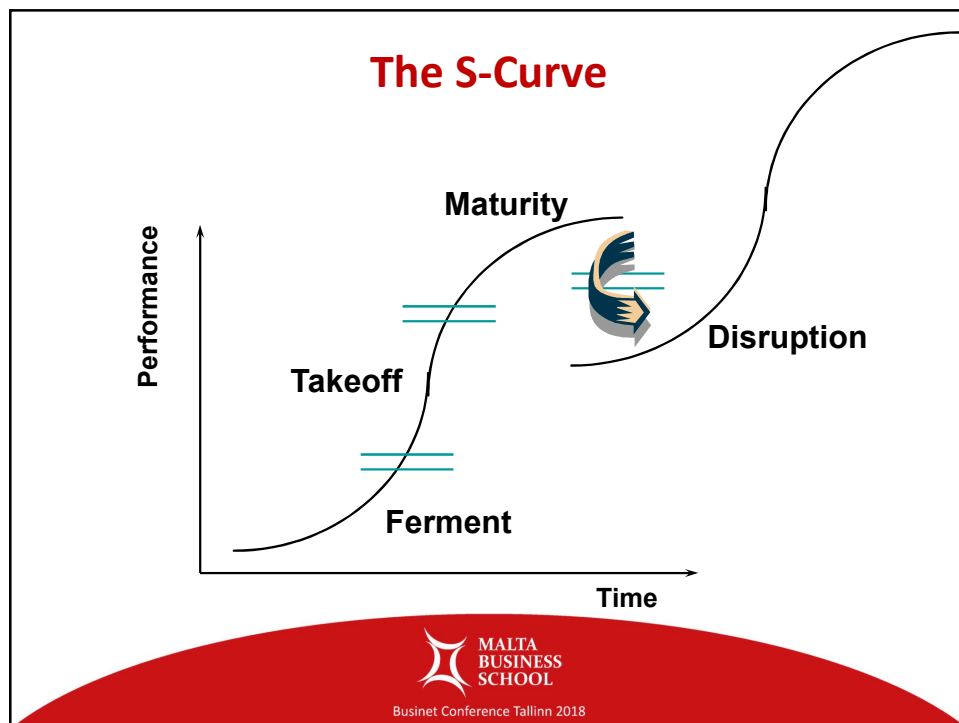
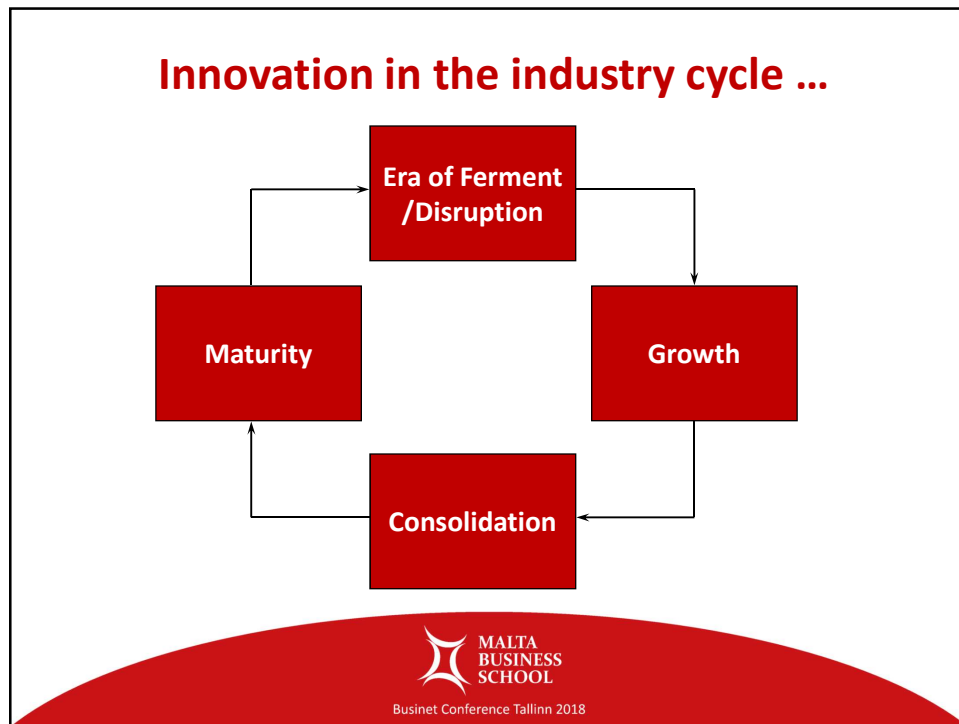


Businet Conference Tallinn 2018

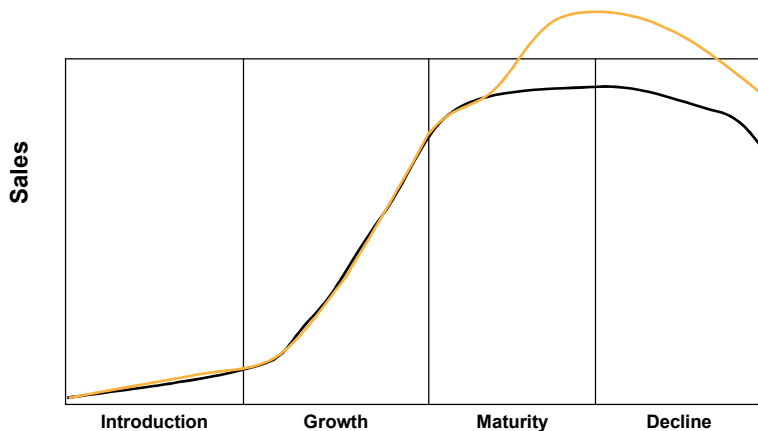
Where is HE on the PLC?



Businet Conference Tallinn 2018



HE Innovation and the Industry Life Cycle?



Businet Conference Tallinn 2018

HE Innovation Examples

- **Digital:** Online courses/MOOCs/VLEs
- Flipped classroom
- No or A la Carte curriculum
- **Accelerated programmes**
- **Sector or niche focus** (not just curriculum)
- Incubators/Accelerators
- Innovation Day/Week/Conference



Businet Conference Tallinn 2018

HE Innovation Examples

- Interdisciplinary practices
- Funding Research & Development
- Multi-channel interaction
- **Competency-based/Student-centric** learning
- Adaptive Learning/Predictive Analysis
- Virtual/Augmented Reality
- A.I.



Businet Conference Tallinn 2018



How can HEIs innovate?

- | | |
|-----------------|--------------------------|
| ▪ Methodologies | ▪ Product leadership |
| ▪ Products | ▪ Operational excellence |
| ▪ Markets | ▪ Customer intimacy |
| ▪ Attitude | |



Businet Conference Tallinn 2018

Healthy Innovation Attitudes

- Prioritize innovation!
- Encourage the creative mind-set
- Encourage personal initiatives
- Involve various stakeholders
- Create a safe space for failure
- Innovation action plan
- Dating money



Businet Conference Tallinn 2018

Thank You and Keep in Touch!

Lorenzo Mule' Stagno Profiles



Malta Business School Website & Pages

www.mbs.edu.mt

<https://www.facebook.com/MaltaBusinessSchool/>

<https://www.linkedin.com/company/malta-business-school/>



Businet Conference Tallinn 2018