DukeCE Value Chain

Define Key Outcomes, Capabilities & Underlying Behaviors

Define Elements, Methods & Technology by Outcome

Sequence & Integrate

Design & Develop

Deliver

Processes, Systems, & Infrastructure

Faculty & Staff

Contracting & Integrating

Management

Learning and Business Outcomes

Measuring, Learning & Sustaining
Critical elements

Business Schools reconsidered

- Strategy
  - Need to truly understand multi-centric world
  - Most important issues are inter-schalastic, not just interdisciplinary
  - Technology has permanently changed how students learn and source information

- Faculty and staff
  - Parochial and narrow
  - Regionally restricted

- Methods
  - Clients ahead of us
  - Students ahead of us
  - Problems ahead of us
Limits to Innovation

- Not up to date, limited exposure
- Inflexible organization
- Approval model unclear, or weak – limited measurement
- Hard to get approval – limited measurement
- Separated from customer or key issues
- Unable to resource out of scope idea
- Impatient with failure

Implications

- Limits to innovation are
  - structural
  - institutional
- Faculty and staff need to engage the world
  - more directly
  - in all critical parts
  - “cross-scholastically”
- Clients, students and problems will take us there if we let them
- Greatness is built in tough times, so go innovate