

Ideas from the Horizon Report Process: Using a Modified Delphi Method for Decision Making

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HORIZON REPORT

DIGITAL TOOLKIT
2016 K-12 Edition



Key Trends Driving Ed Tech Adoption	
Fast (1-2 yrs.)	Coding as a Literacy Students as Creators
Mid-Range (3-5 yrs.)	Collaborative Learning Deeper Learning Approaches
Long-Range (5+ yrs.)	Redesigning Learning Spaces Rethinking How Schools Work

Important Ed Tech Developments	
Adoption: 1 yr. or less	Makerspaces Online Learning
Adoption: 2-3 yrs.	Robotics Virtual Reality
Adoption: 4-5 yrs.	Artificial Intelligence Wearable Technology

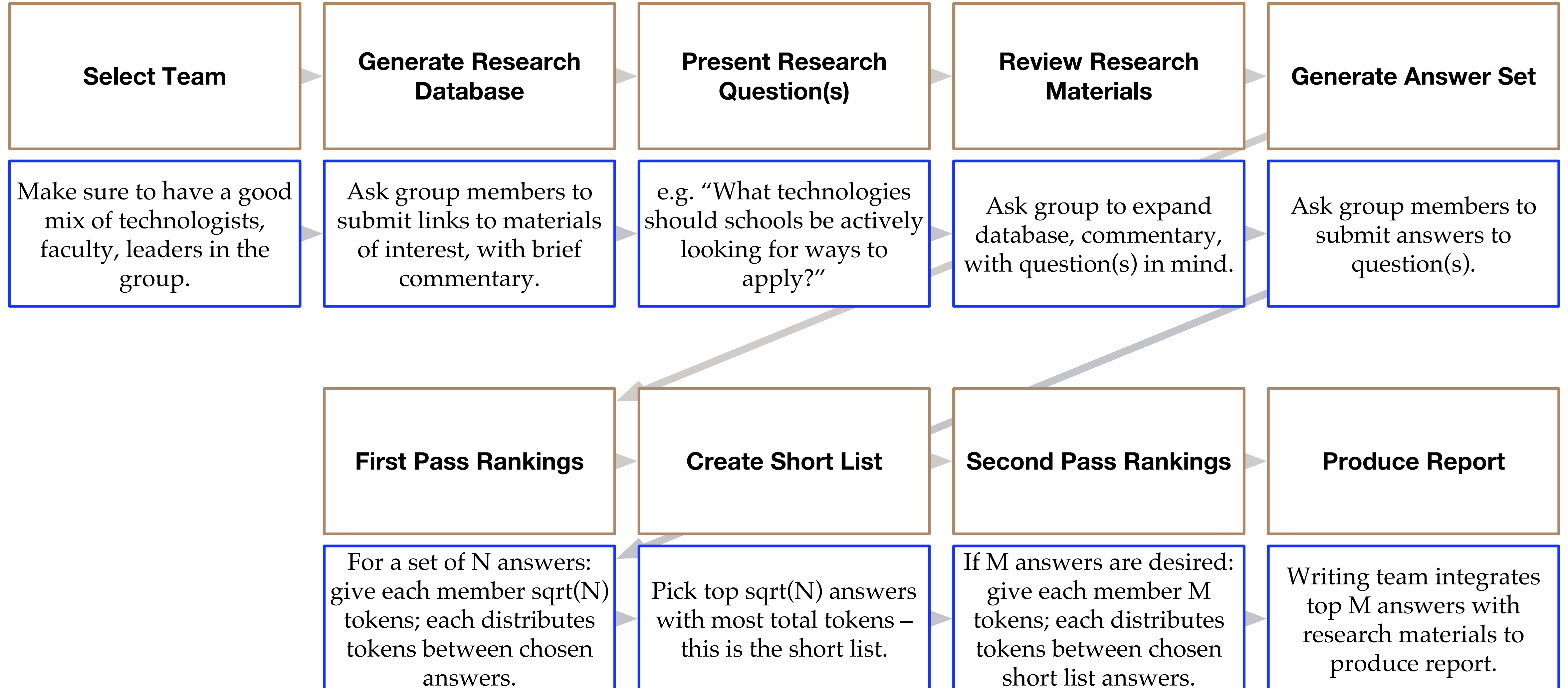
Significant Challenges Impeding Ed Tech Adoption		
Solvable <i>understand and know how to solve</i>	Difficult <i>understand but solutions are elusive</i>	Wicked <i>complex to define, much less address</i>
Authentic Learning Opportunities Rethinking the Roles of Teachers	Advancing Digital Equity Scaling Teaching Innovations	Achievement Gap Personalizing Learning

The Process

The Steps

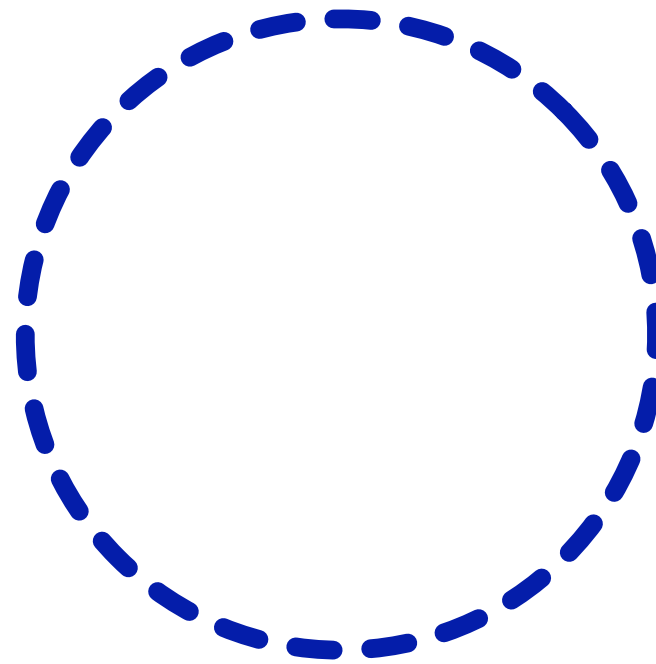


Adapting the Process

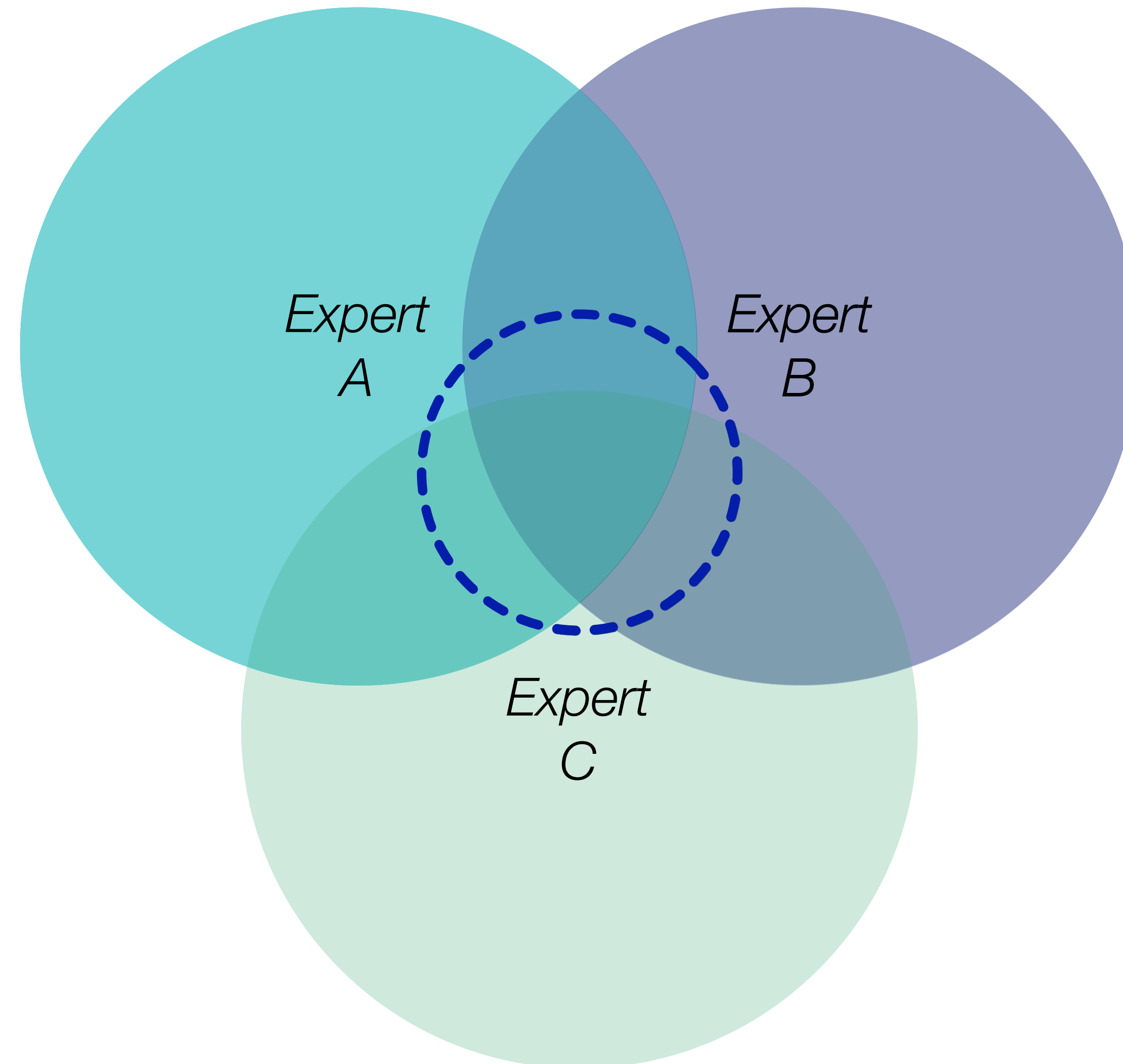


Informing Decision Making: the Delphi Method

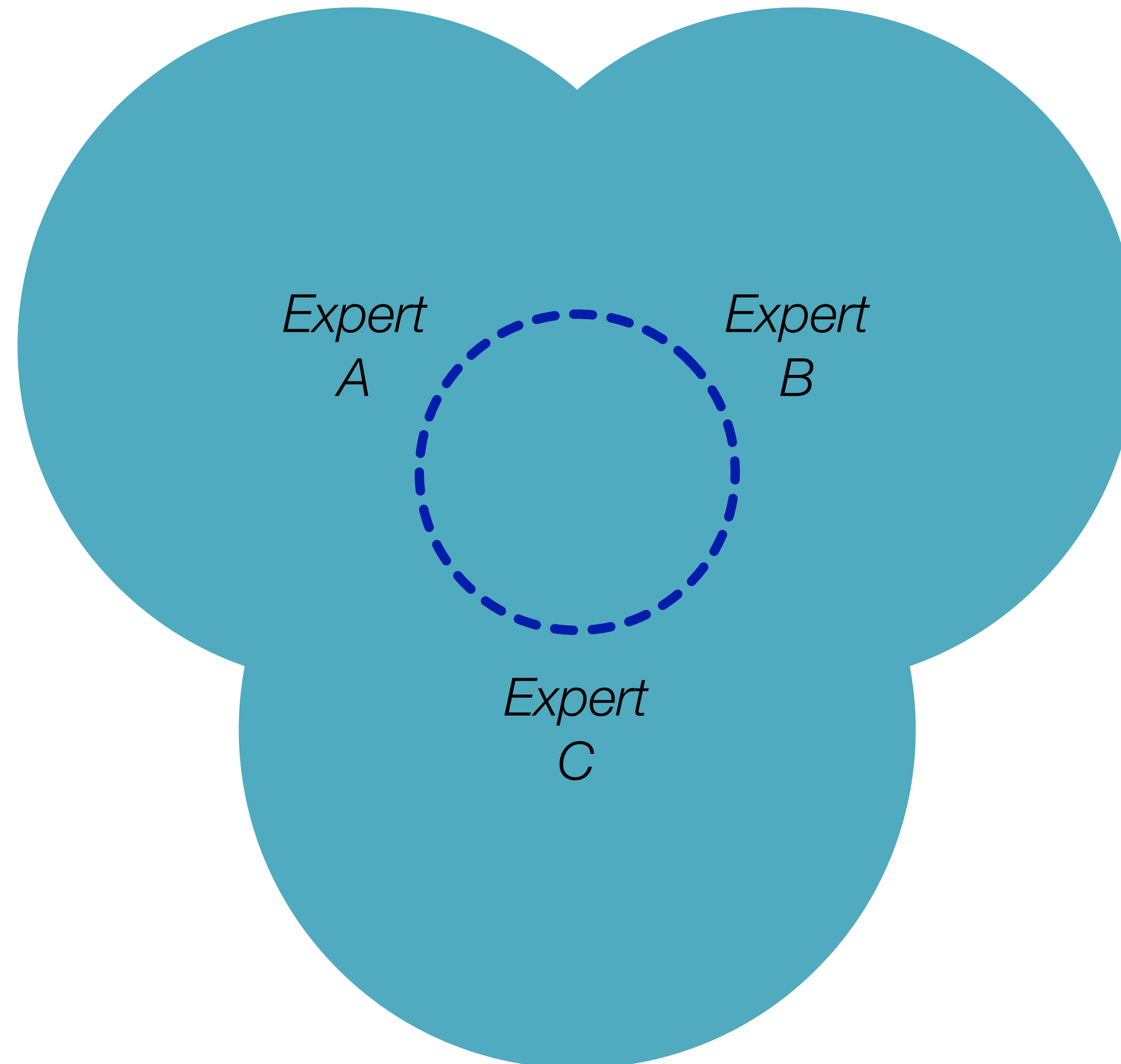
Wanted: the Relevant Information Space



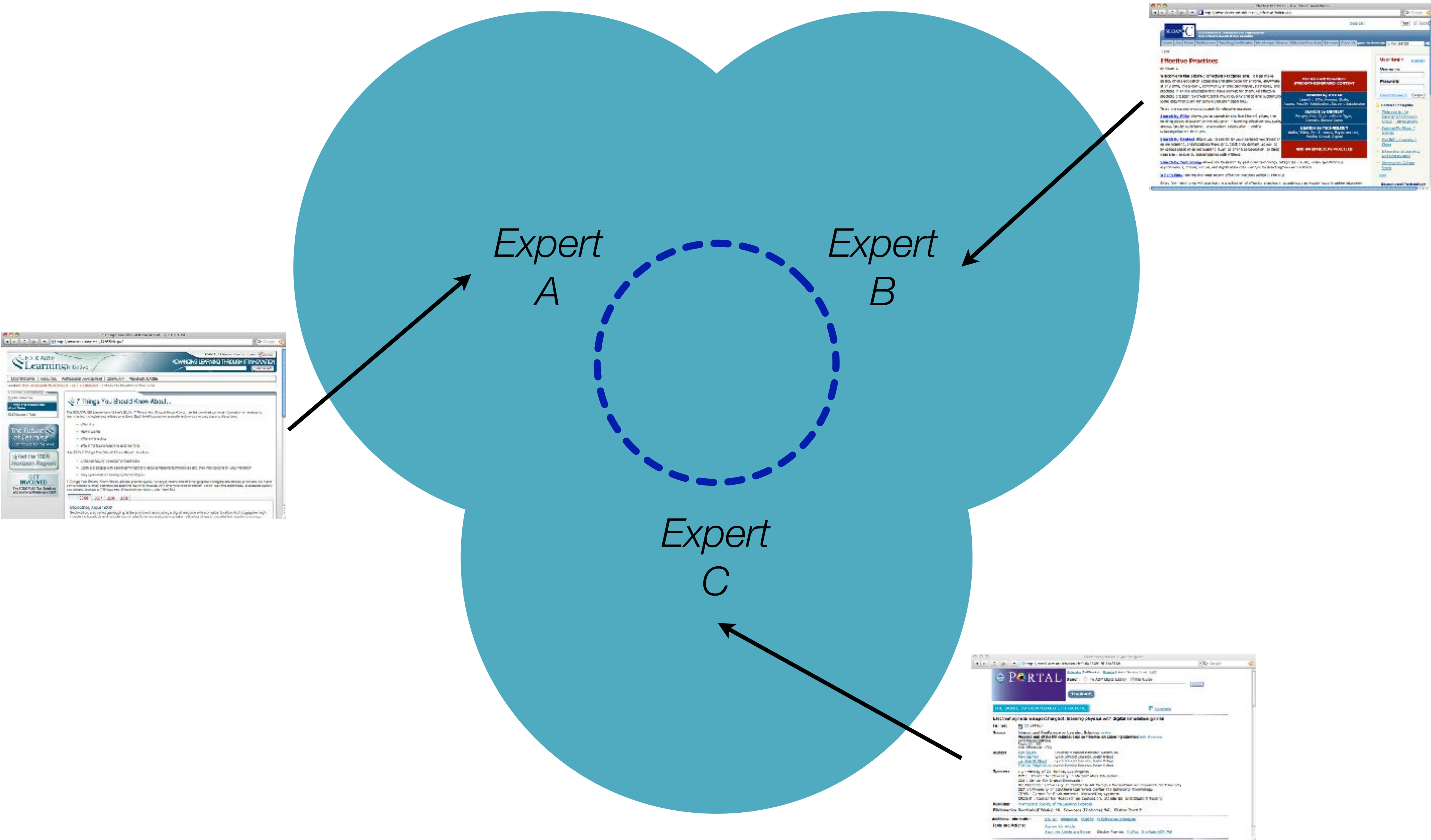
Stage 1: Bringing In the Experts



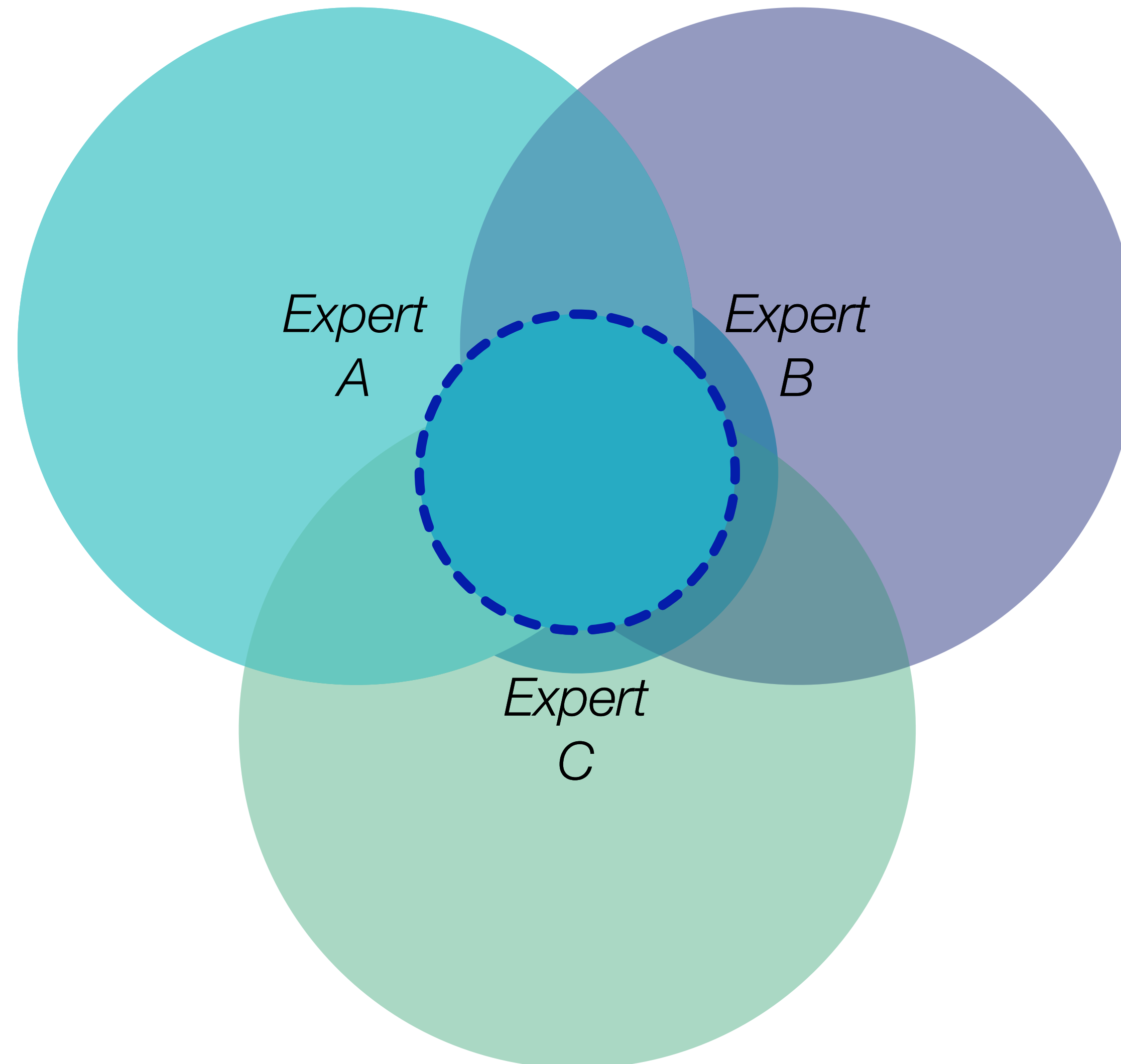
Stage 2: Aggregating the Replies



Stage 3: Informing the Process

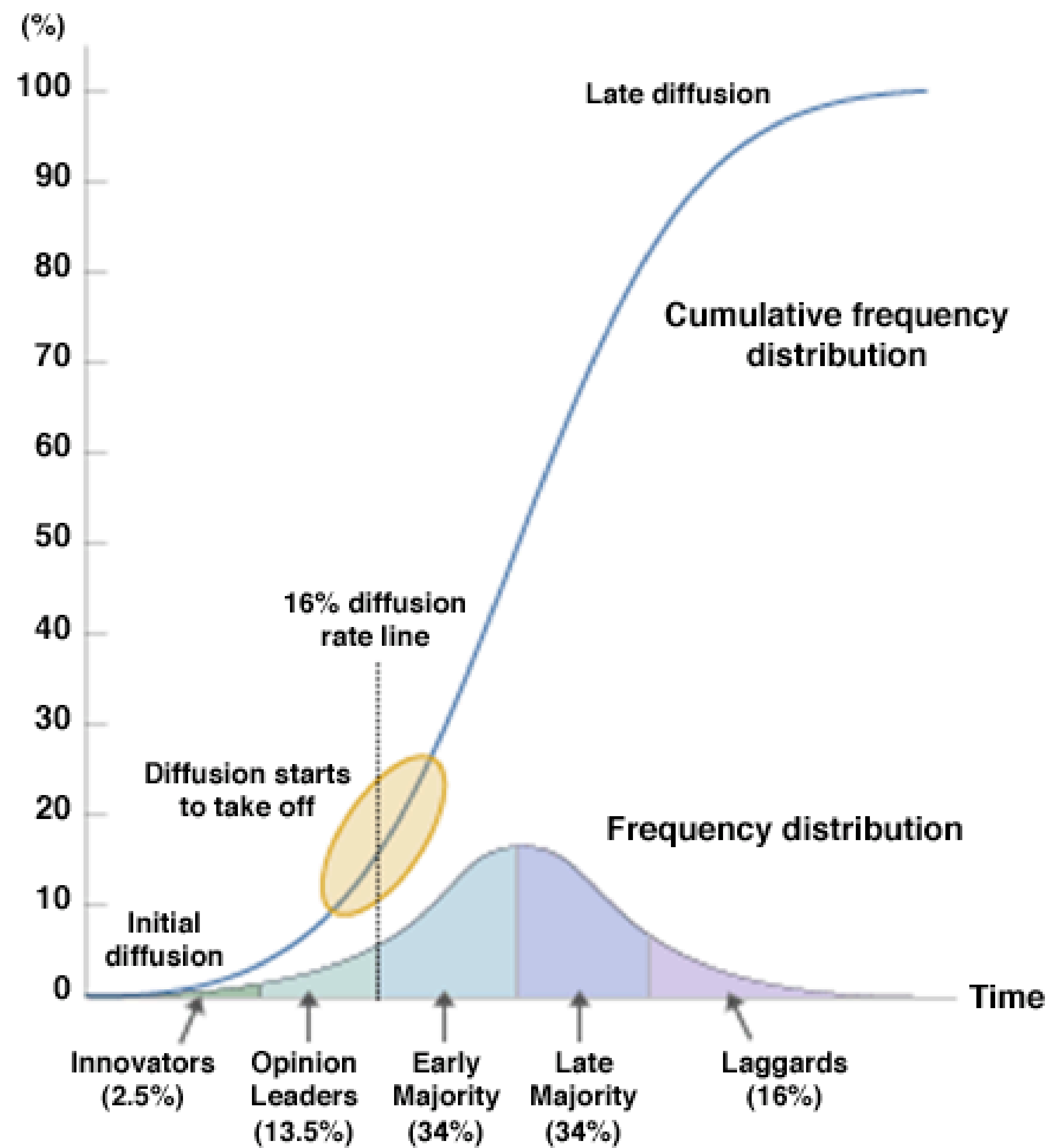


Stage 4: Selecting the Relevant Information Space



Things to Keep In Mind

- Change some, but not all, of your expert panel members each year:
 - Too much change leads to unstable recommendations, too little change leads to groupthink-like phenomena.
- Make sure you have a broad range of expertise and backgrounds in your expert panel:
 - Not everyone should be a technologist, or a teacher, or a student, or an administrator.
- Make sure your panel has innovators, opinion leaders, and early majority members (cf. Rogers) on it:
 - Panels that only feature innovators tend to produce recommendations that are not representative of the needs of the institution as a whole.



Bibliography

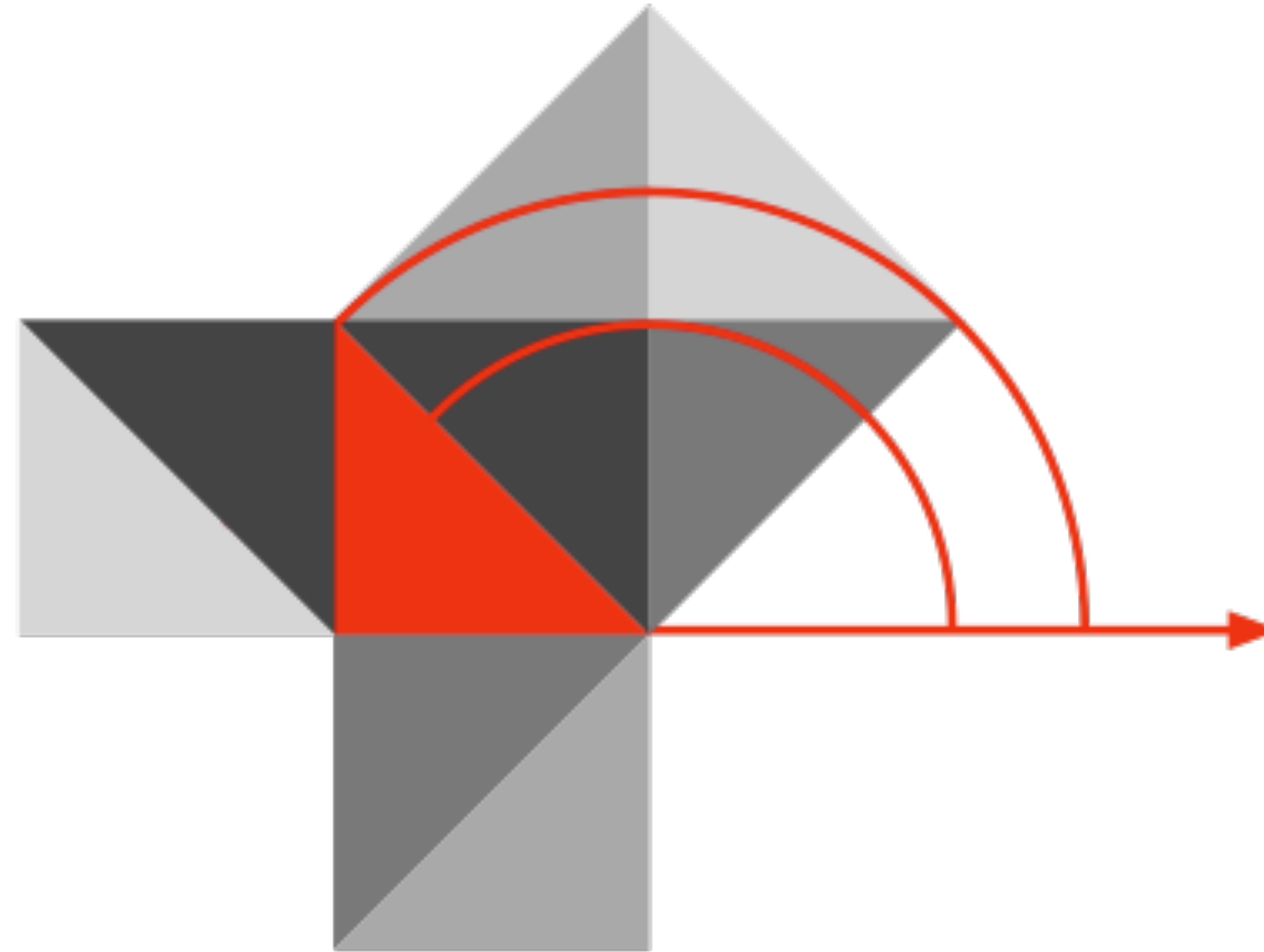
- **The Delphi Method:**

- Harold A. Linstone and Murray Turoff (Eds.) *The Delphi Method: Techniques and Applications*.

- **Diffusion of Innovations:**

- Everett M. Rogers. *Diffusion of Innovations, 5th Edition*. New York:Free Press, 2003.
- Geoffrey A. Moore. *Crossing the Chasm, Revised Edition*. New York:Harper Perennial, 1999.

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