From Side Stream to Mainstream: Learning from Innovative Structure

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Managing in the Whitespace

by Mark C. Maletz and Nitin Nohria

By
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Nitin Nohria

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The wisdom of the day is that your business is doomed to fail if you don’t overturn the status quo. You have to think outside the box, start a revolution, break all the rules——pick your own overheated rhetoric. The assumption is that new value in a company can be created only when people shed their suits, don khakis and Hawaiian shirts, and think and act like the most passionate entrepreneurs. The problem is, they’re rarely told when it makes sense to do those things—or how to do them.

We recently conducted a unique research project that tried to fill in those gaps. The project focused on what we call the whitespace: the large but mostly unoccupied territory in every company where rules are vague, authority is fuzzy, budgets are nonexistent, and strategy is unclear—and where, as a consequence, entrepreneurial activity that helps reinvent and renew an organization takes place. The project worked on two levels: trained ethnographers shadowed entrepreneurial managers who were actually operating in the whitespace, while a steering committee of senior organization specialists met with top managers about their efforts to oversee whitespace activities. (For more on the project, see the sidebar “About the Research.”)
Black Space: Out in the Open and on the Radar Screen

White Space: Under the Radar
Black Space: Out in the Open and on the Radar Screen

Tangible

White Space: Under the Radar

Abstract
Top-ranked in the nation

Oregon State Degrees Online

- Award-winning instructors
- Top 10 best online universities
- Over 30 degrees online
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>Extended Campus</td>
</tr>
<tr>
<td>2007</td>
<td>8 Degree Programs Online</td>
</tr>
<tr>
<td>2008</td>
<td>Recession</td>
</tr>
</tbody>
</table>
OSU Ecampus by the numbers...

2007

8 UG degree programs

2014

34 Grad and UG degree and certificate programs with more under development
2012-13 Online Courses/Programs

• More than 900 credit courses online in more than 80 subjects
• 16 undergraduate programs
• 18 graduate programs (some hybrid)
• SCH 2013 = 135,527
Growth Curve

Ecampus SCH

2005-06: 20%
2006-07: 10%
2007-08: 13%
2008-09: 21%
2009-10: 28%
2010-11: 20%
2011-12: 15%

2012/13: 24%
2013-14: 18% est.
...“provide new opportunities for higher education institutions to achieve greater economies of scope by offering more students a multitude of high-quality options at competitive prices.”

-Sheets and Crawford
Our Current Challenge

• Understanding **who** we are serving and **why** is changing.
Post-traditional Learners and the Transformation of Postsecondary Education: A Manifesto for College Leaders

By Louis Soares

1. Introduction and Summary

Introduction

A young man who is the son of factory workers nearly dropped out of high school five years ago. While he did graduate, his basic academic skills were so low that he could not pass the military's entry exam, which eliminated a potentially captivating career path that many of his peers pursue. His behavior and production and distribution incongruities which arise as a result.

In the midst of MOOCs (massive open online course) excitement and edX enthusiasm, American postsecondary education leaders and policymakers should take heed of Drucker’s observation. There is indeed a transformation coming in American higher education. It is not driven by technology or MOOCs,
“Post-traditional learners are individuals already in the work force who lack a post-secondary credential, yet are determined to pursue further knowledge and skills while balancing life, work and education.”

-Louis Soares
70% of the higher education learners are:
• Going to school part time
• Working full time
• Caring for a dependent
• 39 million
Some College
no Bachelor's Degree

-Lumina Foundation
940,000 people in Oregon with some college but no bachelor’s degree…
570,000 are inclined to work toward additional post-secondary education…
230,000 would consider enrolling in wholly online courses and work toward finishing their degrees.
<table>
<thead>
<tr>
<th>Level of Educational Attainment</th>
<th>2013 Estimate</th>
<th>2018 Projection</th>
<th>2013 to 2018 Projected Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some college, no degree</td>
<td>727,760</td>
<td>763,276</td>
<td>4.9%</td>
</tr>
<tr>
<td>Associate degree</td>
<td>211,855</td>
<td>224,732</td>
<td>6.1%</td>
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<tr>
<td>Bachelor's degree</td>
<td>494,324</td>
<td>524,030</td>
<td>6.0%</td>
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<tr>
<td>Total</td>
<td>1,433,939</td>
<td>1,512,038</td>
<td>5.4%</td>
</tr>
</tbody>
</table>
What’s in the White Space Now?

OER Learning Modules
Revitalize Professional and Continuing Education
Fixed Price Three-year Degree

Extended Campus…Summer Session…Blended Courses
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