

Sep 22nd, 9:40 AM - 10:30 AM

## Addressing Wicked Problems in Practical Ways: Empowering Ethical Action in Higher Ed and Beyond

Cara B. Stone  
*Iowa State University*

Anne Marie Gruber  
*University of Northern Iowa*

*Let us know how access to this document benefits you*

Copyright ©2017 Cara Stone and Anne Marie Gruber

Follow this and additional works at: <https://scholarworks.uni.edu/ethicsconf>



Part of the [Ethics and Political Philosophy Commons](#), and the [Higher Education Commons](#)

---

### Recommended Citation

Stone, Cara B. and Gruber, Anne Marie, "Addressing Wicked Problems in Practical Ways: Empowering Ethical Action in Higher Ed and Beyond" (2017). *Ethics Conference*. 4.

<https://scholarworks.uni.edu/ethicsconf/2017/all/4>

This Open Access Breakout Session is brought to you for free and open access by the Center for Academic Ethics at UNI ScholarWorks. It has been accepted for inclusion in Ethics Conference by an authorized administrator of UNI ScholarWorks. For more information, please contact [scholarworks@uni.edu](mailto:scholarworks@uni.edu).

**Offensive Materials Statement:** Materials located in UNI ScholarWorks come from a broad range of sources and time periods. Some of these materials may contain offensive stereotypes, ideas, visuals, or language.

# Addressing Wicked Problems in Practical Ways

Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.

-Margaret Mead



Gilbert, L. (1981) *Margaret Mead photographed in 1977*. Retrieved from [https://commons.wikimedia.org/wiki/File:Margaret\\_Mead\\_1977\\_%C2%A9Lynn\\_Gilbert.jpg](https://commons.wikimedia.org/wiki/File:Margaret_Mead_1977_%C2%A9Lynn_Gilbert.jpg)

# Addressing Wicked Problems in Practical Ways: Empowering Ethical Action in Higher Ed and Beyond

Cara B. Stone, Iowa State University, Parks Library  
Anne Marie Gruber, University of Northern Iowa, Rod Library

Slides: <http://bit.ly/wickedproblemsuni2017slides>

# Wicked Problems Defined

- “traditional processes can’t resolve them”
- “innumerable causes”
- “tough to describe”
- “[don’t] have a right answer”  
(Camillus, 2008)
- “complex, interlocking, and hard to manage”  
(Ramaley, 2013)



inVICus. (2008). *Complicated just like life*. Retrieved from [https://commons.wikimedia.org/wiki/File:Complicated\\_just\\_like\\_life\\_\(5227673406\).jpg](https://commons.wikimedia.org/wiki/File:Complicated_just_like_life_(5227673406).jpg)

# Professional Engagement



# ILA

**IOWA LIBRARY ASSOCIATION**

*Enriching Iowa for 125 years*

Iowa Library Association. (2015). *Iowa Library Association* Retrieved from <https://www.facebook.com/iowaLibAssoc/photos/a.10151049902604201.441254.92432564200/10153490652259201/?type=1&theater>

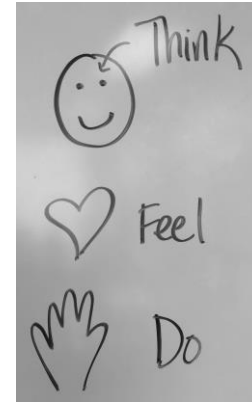
- Diversity & Inclusion
- Lack of awareness
- Creating opportunities
- Existing systems



USCapitol. (2011). *Library of Congress Main Reading Room*. Retrieved from <https://www.flickr.com/photos/uscapitol/6322480339>

# Higher education: Service-learning pedagogy

- Societal issues, student misconceptions & lack of diversity experiences, need for professional development/skills
- Best practices: developing mutually beneficial/reciprocal relationships.
- Implications of critical information literacy movement and *Framework for Information Literacy in Higher Education*.



# Small Group Discussion



# Next Steps: How do we walk the walk?

- Mission or strategic plan
- What are you already doing?
- Needs assessment
- Be very prepared when asking for permission and/or ready to ask for forgiveness
- Start somewhere
- Beginner's mind
- What is in your sphere? How can that grow?



9124 images. (2015). *People, crowded, steps, walking*. Retrieved from [https://pixabay.com/p-692005/?no\\_redirect](https://pixabay.com/p-692005/?no_redirect)





Cara Stone, [cstone@iastate.edu](mailto:cstone@iastate.edu)

Anne Marie Gruber, [anne.gruber@uni.edu](mailto:anne.gruber@uni.edu)

# Bibliography

- Brimmer, S. E. (2007, Fall). The role of ethics in 21st century organizations. *Leadership Advance Online*. Retrieved from [http://www.regent.edu/acad/global/publications/lao/issue\\_11/brimmer.htm](http://www.regent.edu/acad/global/publications/lao/issue_11/brimmer.htm)
- Camillus, J. (May 2008). Strategy as a wicked problem. *Harvard Business Review*, 86(5), 98-106. Retrieved from <https://hbr.org/2008/05/strategy-as-a-wicked-problem>
- Hoadley, C. (2012). What is a community of practice and how can we support it? In D. H. Jonassen & S. M. Land (Eds.), *Theoretical foundations of learning environments* (Second ed., pp. 287-300). New York: Routledge.
- Kapucu, N. (2012). Classrooms as communities of practice: Designing and facilitating learning in a networked environment. *Journal of Public Affairs Education*, 18(3), 585–610. Retrieved from [http://www.naspaa.org/JPAEMessenger/Article/VOL18-3/11\\_Kapucu.pdf](http://www.naspaa.org/JPAEMessenger/Article/VOL18-3/11_Kapucu.pdf)
- Lagemann, E. C. (ed.). (2012). *What is college for? The public purpose of higher education*. New York: Teachers College Press.
- Ramaley, J. A. (2013). Seeking more high quality undergraduate degrees: Working with policymakers. *Higher Education*, 15(1). Retrieved from <http://digitalcommons.unomaha.edu/slcehighered/171/>
- Ramaley, J. A. (2014). The changing role of higher education: Learning to deal with wicked problems. *Journal of Higher Education Outreach and Engagement*, 18(3), 7-21. Retrieved from <http://openjournals.libs.uga.edu/index.php/jheoe/article/viewFile/1286/783>
- Rittel, H. W. J., and Webber, M. M. (1973). Dilemmas in a general theory of planning. *Policy Sciences*, 4(2), 155-169. Retrieved from <https://www.cc.gatech.edu/fac/ellendo/rittel/rittel-dilemma.pdf>
- Wenger-Trayner, E., and Wenger-Trayner, B. (2015). *Introduction to communities of practice: A brief overview of the concept and its uses*. Retrieved from <http://wenger-trayner.com/introduction-to-communities-of-practice/>

## Images:

- 9124 images. (2015). *People, crowded, steps, walking*. Retrieved from [https://pixabay.com/p-692005/?no\\_redirect](https://pixabay.com/p-692005/?no_redirect)
- Coyot. (2016). *Magnifier glass, magnifying glass*. Retrieved from [https://pixabay.com/p-1714172/?no\\_redirect](https://pixabay.com/p-1714172/?no_redirect)
- Gilbert, L. (1981) *Margaret Mead photographed in 1977*. Retrieved from [https://commons.wikimedia.org/wiki/File:Margaret\\_Mead\\_1977\\_%C2%A9Lynn\\_Gilbert.jpg](https://commons.wikimedia.org/wiki/File:Margaret_Mead_1977_%C2%A9Lynn_Gilbert.jpg)
- inVICus. (2008). *Complicated just like life*. Retrieved from [https://commons.wikimedia.org/wiki/File:Complicated\\_just\\_like\\_life\\_\(522767340\\_6\).jpg](https://commons.wikimedia.org/wiki/File:Complicated_just_like_life_(522767340_6).jpg)
- Iowa Library Association. (2015). *Iowa Library Association* Retrieved from <https://www.facebook.com/IowaLibAssoc/photos/a.10151049902604201.441254.92432564200/10153490652259201/?type=1&theater>
- Larkery. (2008). *Link*. Retrieved from <https://www.flickr.com/photos/22037340@N08/2189121477/>
- USCapitol. (2011). *Library of Congress Main Reading Room*. Retrieved from <https://www.flickr.com/photos/uscapitol/6322480339>

# Presentation Links

Slides: <http://bit.ly/wickedproblemsuni2017slides>

Handout: <http://bit.ly/wickedproblemsuni2017handout>



link by laikery (2010) <https://www.flickr.com/photos/laikery/2189121477/>  
Attribution: Non-Commercial (<http://creativecommons.org/licenses/by-nc/2.0/>)  
Photo Attribution by PhotosForClass.com