Leveraging Systems: Moving from competition to collaboration to student success
The StriveTogether Cradle to Career Network

Provide better education opportunities from B-16

Built a national network of 53 communities working together

Increased high school graduation rates by 23% in WI, influence the lives of 8 million students nationwide
100,000 Homes Campaign

House 100,000 people in 186 cities

Strategic outreach through disruptive innovation

Decreased homelessness by 2.6% per month
The 100,000 Lives Campaign

Prevent deadly errors in hospitals

Engagement without executive authority

4,500 hospitals enrolled in program and committed change
The Billions Institute

Solving problems using billions of people

Believing big change is urgent and entirely possible

Expands impact by spreading solutions based initiatives to leaders
• Very different efforts
• Very different contexts
• Very similar approaches
What do each of these have in common?
Collective Impact

- Having a common agenda
- Measuring results consistently
- Coordinating mutually reinforcing activities
- Having open and continuous communication
- Backbone organizations
Collective impact = systemness
Systemness

“The coordination of multiple components that, when working together, create a network of activity that is more powerful than any action of individual parts on their own.”

- Nancy Zimpher, Chancellor, State University of New York
Break out of some mental prisons
Stop seeing system as

- Regulator
- Allocator
- Coordinator
Instead see them as ....
Every system is different
Different

- Size
- Scale
- Complexity
- Needs
But there are similarities

- National and state challenges, cannot be addressed by institutional responses.
- Stagnant or diminished revenue sources
- Scale out what campuses scale up
- Students swirl among institutions (and take credits with them)
- A need to balance institutional differentiation with greater coordination
"Governor Haslam has challenged our state with a critical new mission: the Drive to 55 – the Drive to get 55 percent of Tennesseans equipped with a college degree or certificate by the year 2025"

While New York State has no official attainment goal, SUNY has committed to moving from 93,000 completions a year to 150,000 by 2025.

University of Minnesota declared that it would be one of the top three research universities in the world.

Virginia’s Community College system committed to tripling completions by 2021.

Increase percent of MT population with Associate Degree or higher from 40% to 60% by 2025.
Let me tell you story…
President’s Meetings
Focus on the COMPETITION FOR STUDENTS
“As multi-campus system governing boards and system administrations act on behalf of state government and as agents of the statewide public interest, tensions between systems and member institutions —generally seeking maximum autonomy—are inevitable.”
• 30,000 Transfers a Year
• Nearly 50% of all baccalaureate students attended at least two institutions
• Lots of “lost” credits along the way
• Transfer students were taking longer than we would expect to graduate
• Student transferring in different directions.
• SUNY Shuffle
• Easier to transfer to a private institution
Broke out of a mental prison

- Stopped organizing ourselves around how institutions operated....
- Started looking at how students experience higher education....
Thinking about it another way…

• We stopped asking:
  – Why are students failing….

• We started asking:
  – How are we failing them….

• And then looked for how we could work together…
Focus on collaborating to retain & complete students
Tensegrity:
Strength through Fragility
What if we begin to think about the complementarities of systems did add value to campuses and not stop thinking about competing for authority?

Systemwide priorities

- College Access & Affordability
- Student Success
- Talent, Innovation, & Place
- Data & Organizational Intelligence
- Resource & Optimization Strategies

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SEAMLESS transfer is born
Create a Shared Vision: Student Success
We Led with Data
Engaged Faculty
Continuous Communication
Reinforcing Activities
Created a Backbone Organization

Success depends on your backbone, not your wishbone
Until finally

• We launched the first ever multidirectional transfer framework
• Covering 95% of all students
• Providing a clear pathway for students in 53 majors
• Holding institutions accountable
Ever since then

• Building out technological solutions
• Asking different data questions
• Creating new policy frameworks
So, what if we organized ourselves around students and not institutions?

How would we design academic programs?

How would we organize technology?

What data questions would we ask?

What support structures would we put in place?
A solid foundation begins with strong and committed leaders who:

1) have vision,
2) understand the larger ecosystem,
3) think strategically,
4) embrace reflection,
5) are accountable,
6) use data, and
7) focus on co-creating the future.

They work tirelessly to promote a universal sense of ownership and a culture of collective impact.
These leaders work with stakeholders to identify the levers they can pull to create an enabling environment.
Decision analytics involves sifting through and using data more effectively in order to:

- Identifying and scaling up what works
- Encourage scaling down what doesn’t
- Map areas of convergence to foster collaboration
- Promote improved and equitable student outcomes
A foundation for successful planning starts with the following questions:

- Is there a clear definition of success?
- Is there accountability for the success of your collective efforts across the organization?
- What is the supply chain and who is involved?
- What are the major risks and how will they be mitigated?
- Who are the key actors and what are the key actions?
- What is the anticipated impact?
- What data will you need, and how will you use it?
- What is the resource strategy?
As a reminder:

- Common Vision
- Shared measurement
- Mutually reinforcing activities
- Continuous Communication
- Backbone support
Epilogue
We recognized that not every campus can do everything
Seamless Admissions
The formula for systemness is still be written....
What will your story be?