

Leveraging Systems:

Moving from competition to collaboration to
student success



A young girl with long dark hair tied in a ponytail with a pink bow, wearing a bright green hoodie, is blowing bubbles in a park. The background is a lush green landscape with trees and grass. A blue banner is overlaid at the top, and three white text boxes are overlaid on the lower half of the image.

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



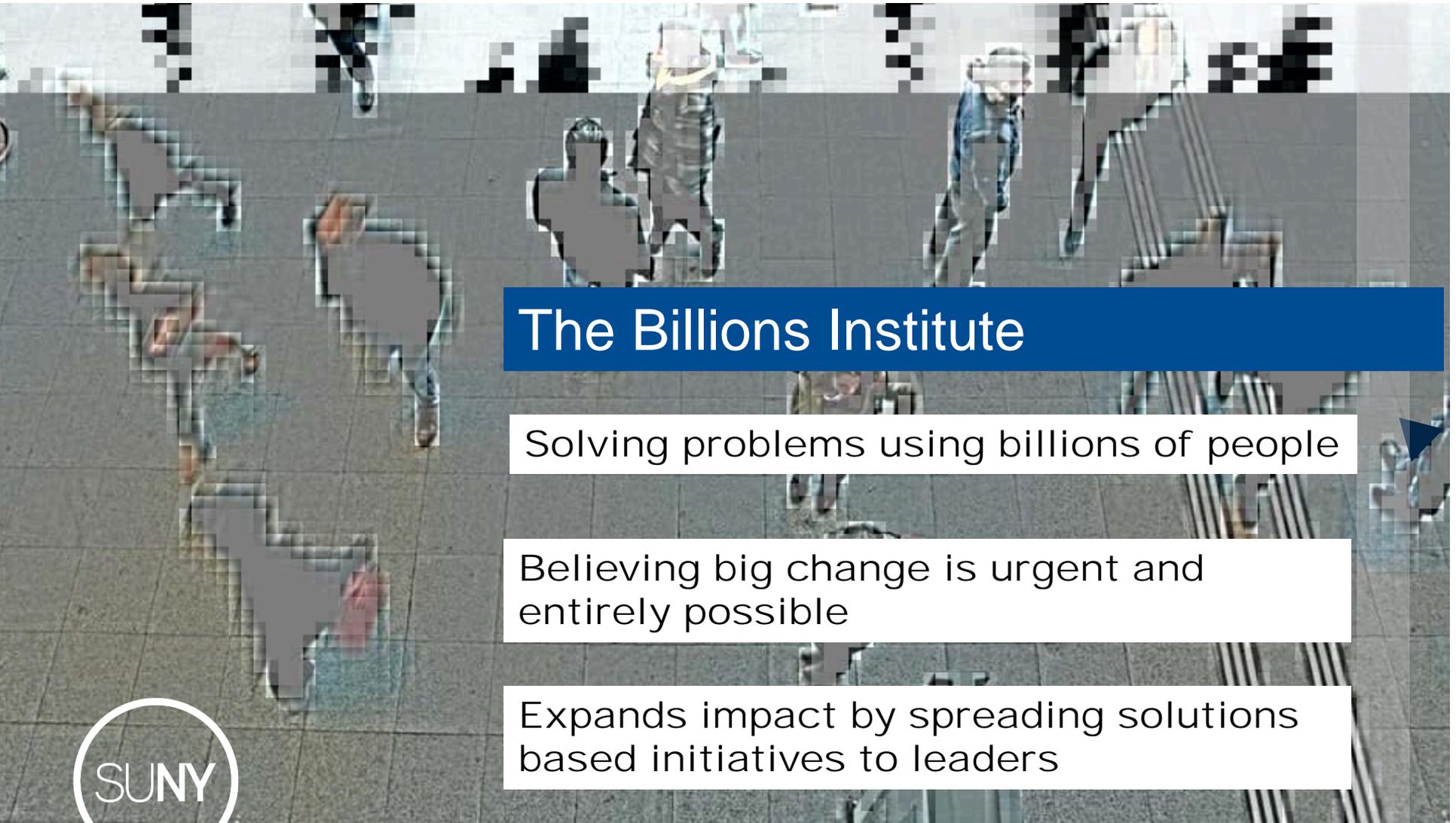
The 100,000 Lives Campaign

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

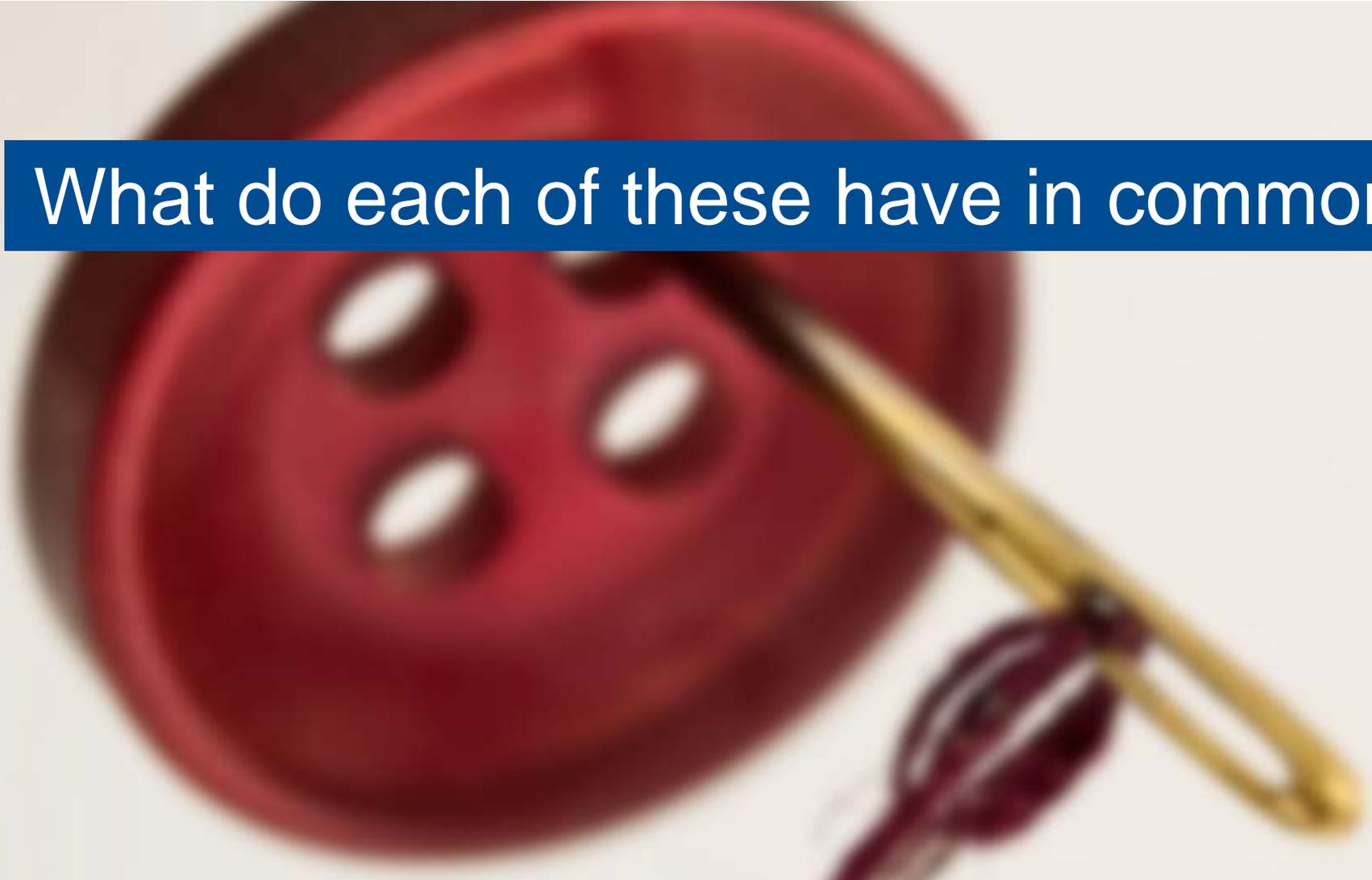


SUNY

- Very different efforts
- Very different contexts
- Very similar approaches

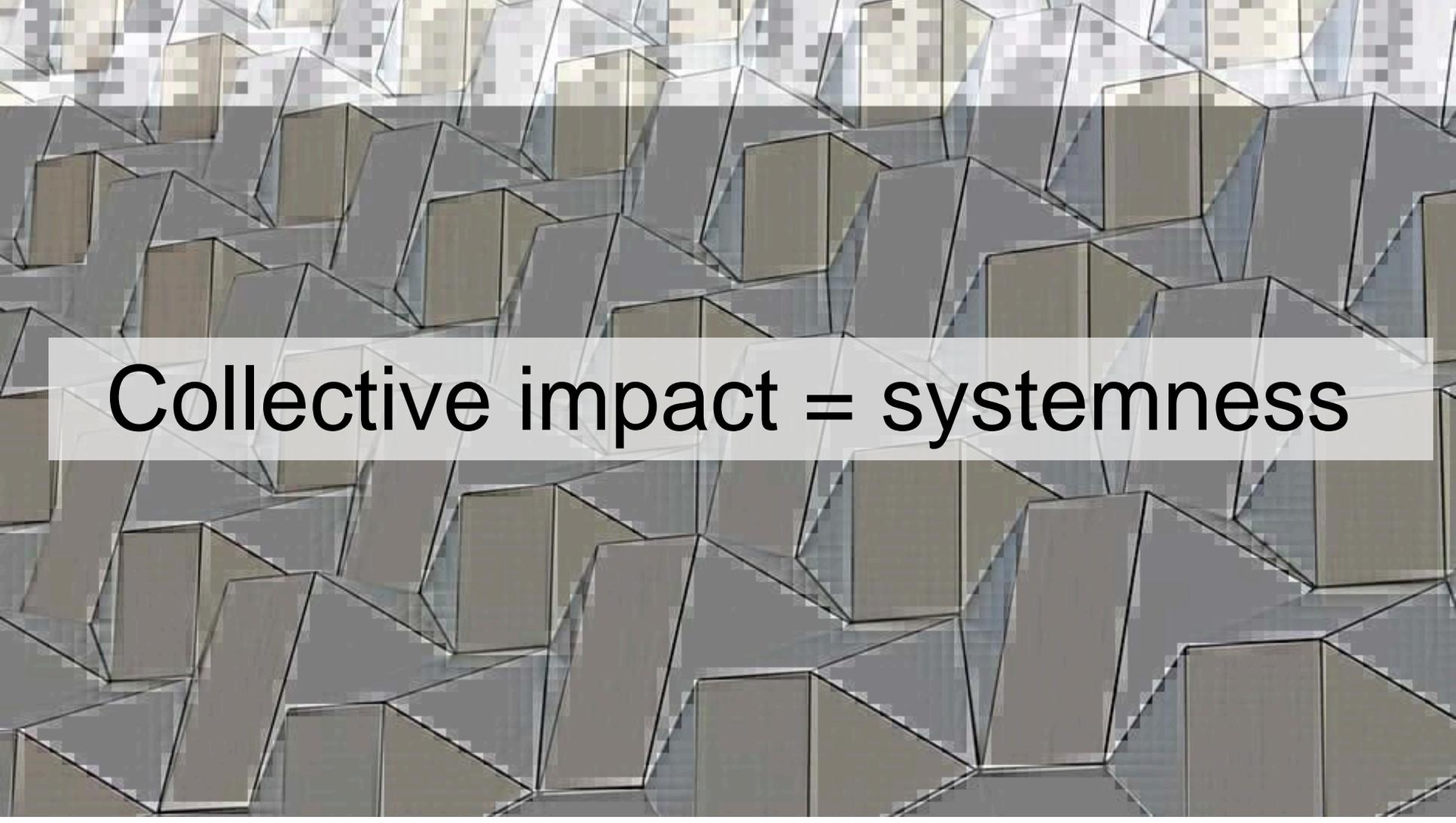


What do each of these have in common?



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

NASH
National Association
of System Heads



Taking Student
Success To Scale

Break out of some mental prisons

980

A close-up photograph of a chain-link fence. A rectangular sign with a white border and a dark background is attached to the fence. The sign displays the number '980' in large, white, sans-serif digits. The fence is made of metal wire, and the background is blurred, showing what appears to be a building or structure.



Stop seeing system as

Regulator

Allocator

Coordinator

Instead see them as

Conveners

Goal Setters

Facilitators

Visionaries

SUNY

Every system is different



THE UNIVERSITY
of TEXAS SYSTEM



UNIVERSITY OF
NORTH-Texas
SYSTEM



UNIVERSITY
of HAWAII
SYSTEM



THE TEXAS
STATE
UNIVERSITY
SYSTEM™



Minnesota
STATE COLLEGES
& UNIVERSITIES



University System of Georgia
Creating A More Educated Georgia



University of Colorado
Boulder | Colorado Springs | Denver | Anschutz Medical Campus

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**



Many systems and campuses are defining aspirational goals



"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...







The State University of New York



Show All Campuses

- University Centers and Doctoral Degree Granting Institutions
- University Colleges
- Technology Colleges
- Community Colleges

* Empire State College has 35 locations throughout New York State.

President's Meetings

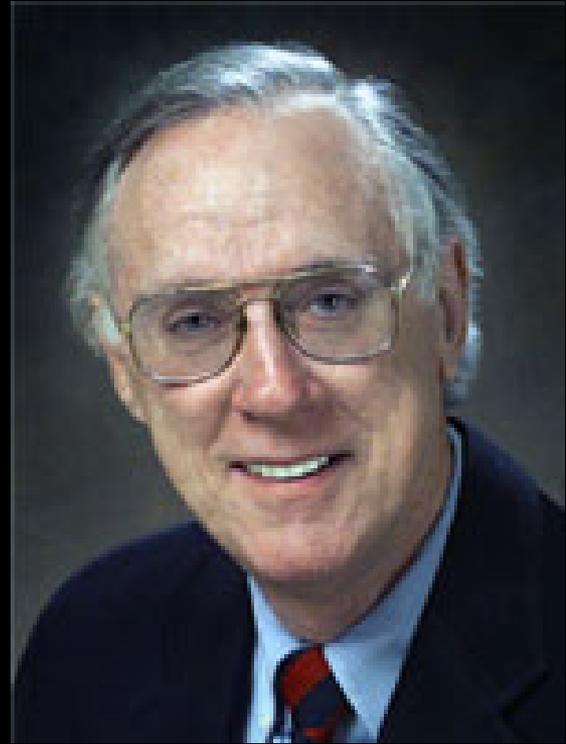




**Focus on the
COMPETITION FOR STUDENTS**



“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.”



Bruce Johnstone
Former Chancellor, State
University of New York

TRANSFER LAND

the chaos for transfer students



ABC

LACKING GRADUATION REQS

GRADUATION

SCHOOL

Poor Advisement

FIND ANOTHER WAY!

Register for courses

MISSED DEADLINE!

Seamless Transfer

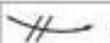
WELCOME TO SUNY

STOP!

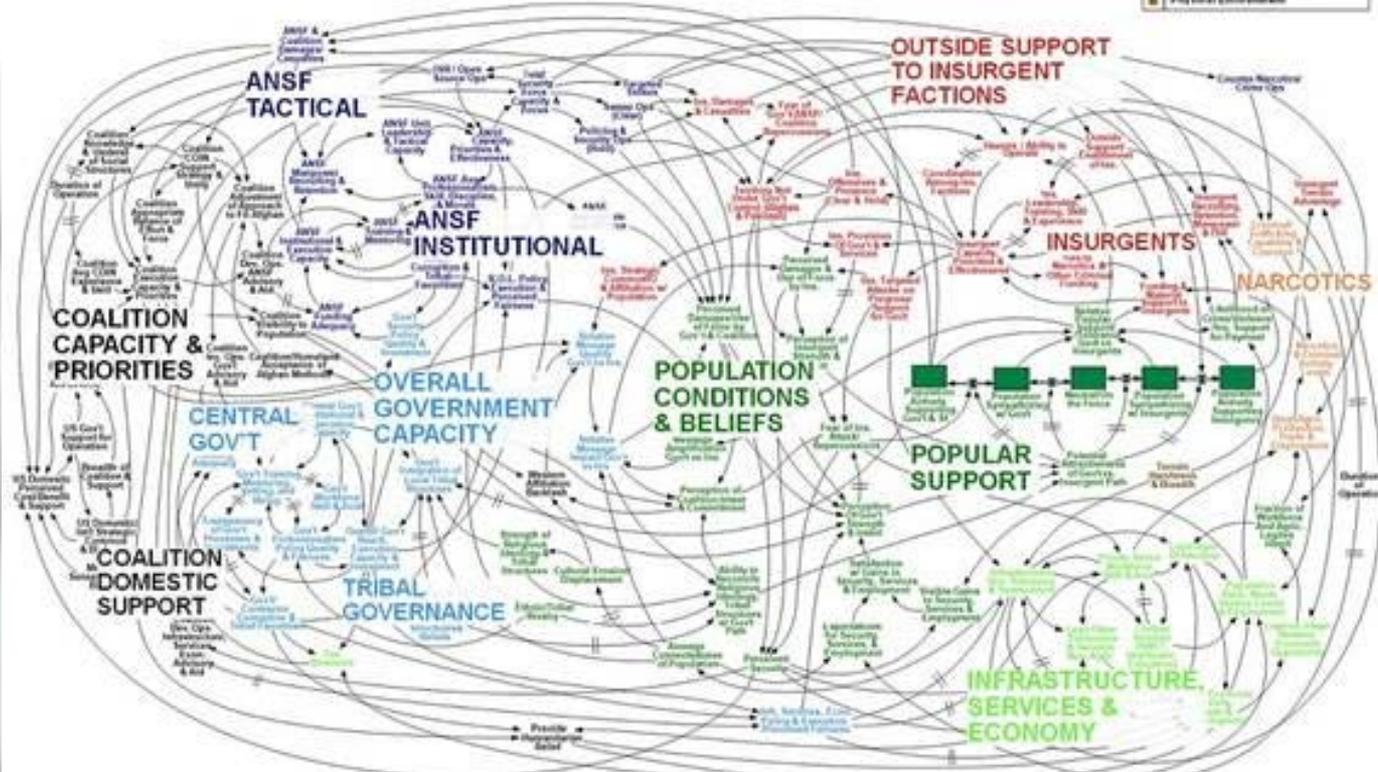
Enrollment

SUNY **SAIL INSTITUTE**
*Empowering Strategic, Academic,
and Innovative Leadership*

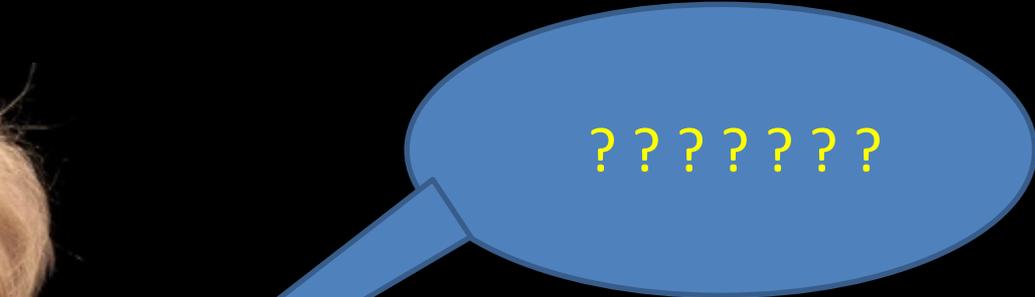
Afghanistan Stability / COIN Dynamics

 = Significant Delay

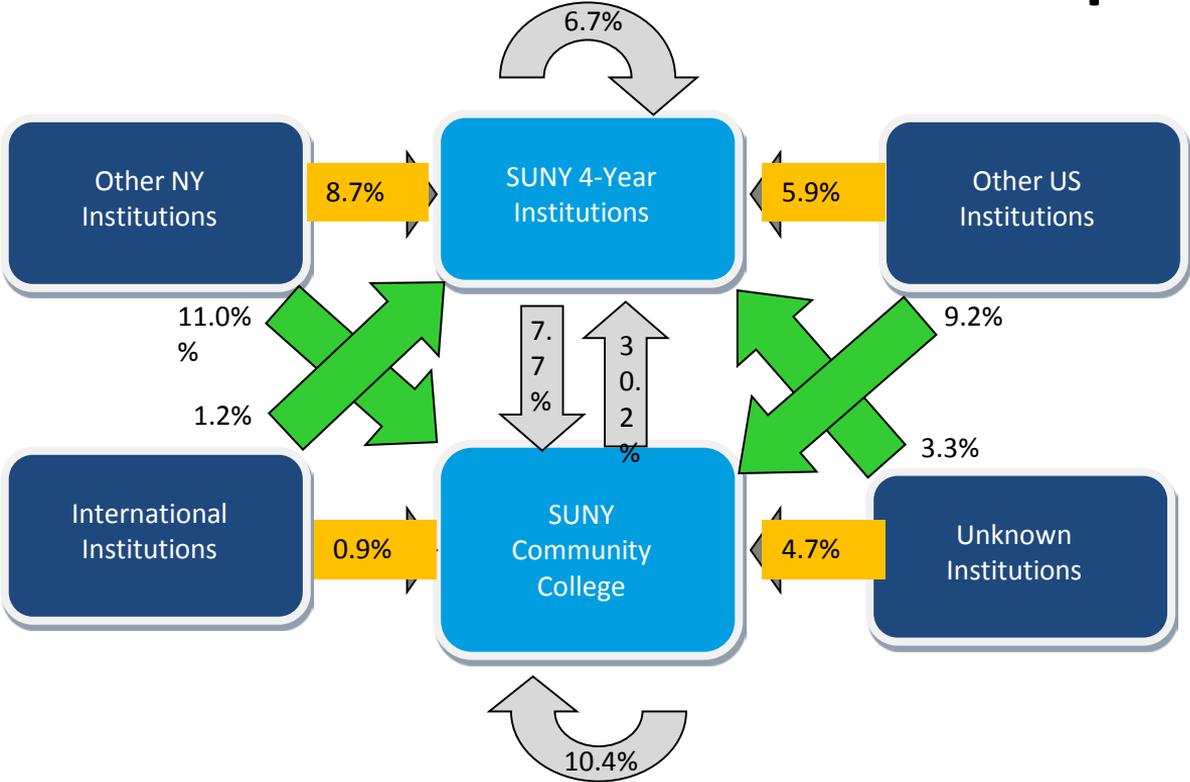
- Population/Popular Support
- Infrastructure, Economy, & Services
- Government
- Afghanistan Security Forces
- Insurgents
- Crime and Narcotics
- Coalition Forces & Allies
- Physical Environment



WORKING DRAFT - V3



SUNY's Transfer Map



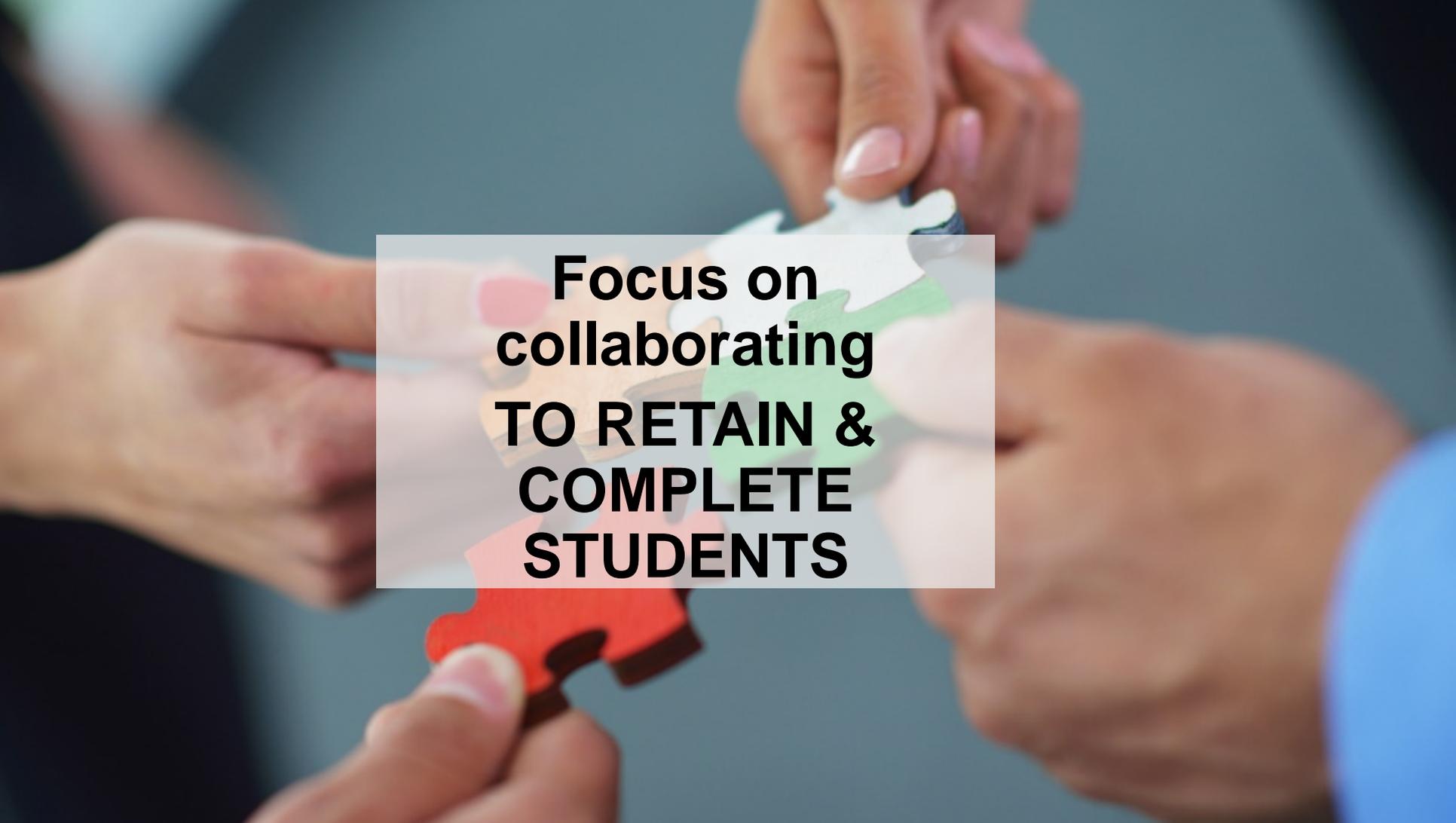
- 30,000 Transfers a Year
- Nearly 50% of all baccalaureate students attended at least two institutions
- Lots of “lost” credits along the way
- Transfer students were taking longer than we would expect to graduate
- Student transferring in different directions.
- SUNY Shuffle
- Easier to transfer to a private institution

Broke out of a mental prison

- Stopped organizing ourselves around how institutions operated....
- Started looking at how students experience higher education....

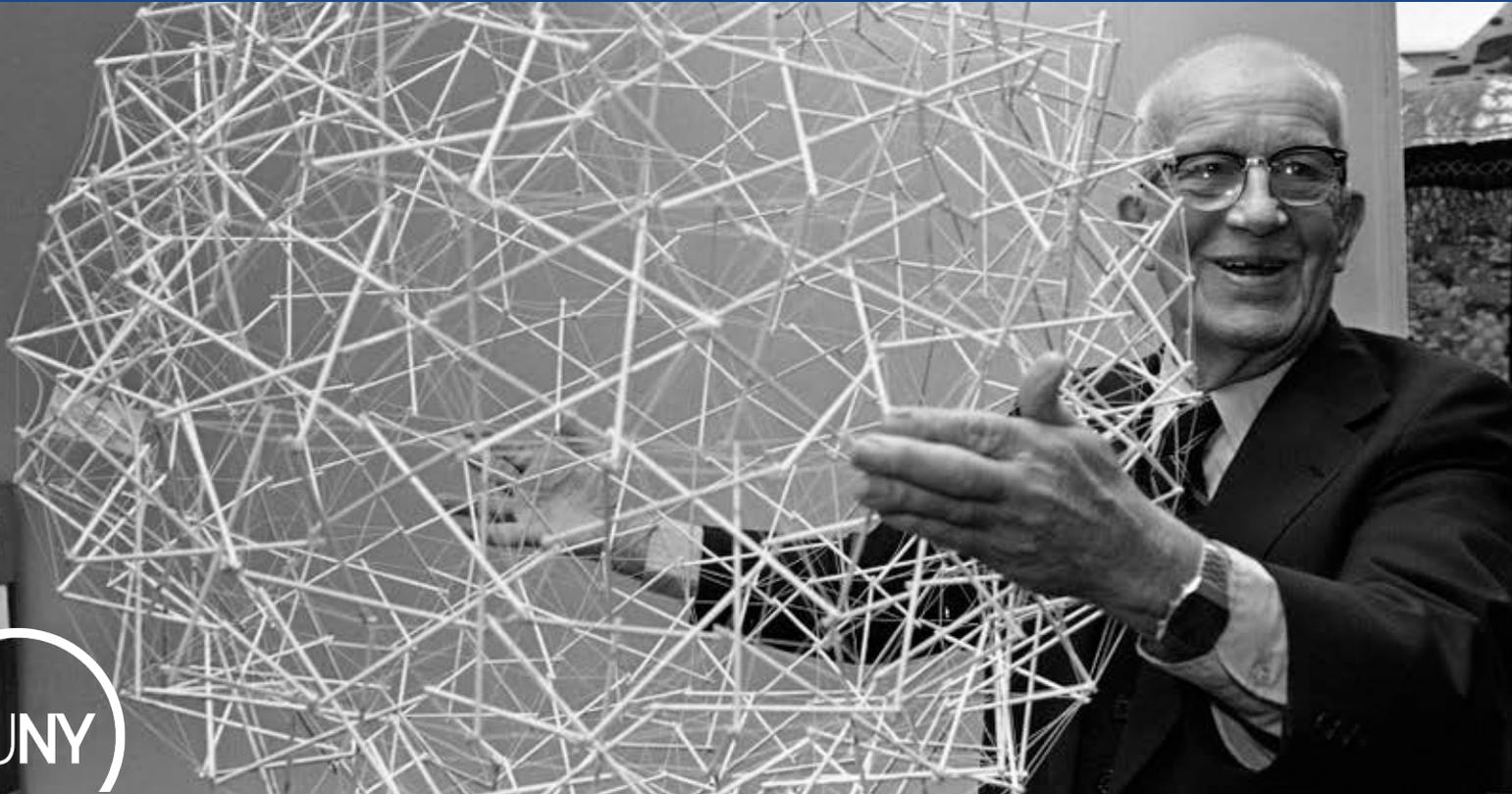
Thinking about it another way...

- We stopped asking:
 - Why are students failing....
- We started asking:
 - How are we failing them....
- And then looked for how we could work together...

A close-up photograph of several hands holding and fitting together colorful puzzle pieces. The pieces are in shades of red, orange, green, and white. The background is a soft, out-of-focus blue-grey. A semi-transparent white rectangular box is centered over the puzzle pieces, containing the text.

**Focus on
collaborating
TO RETAIN &
COMPLETE
STUDENTS**

Tensegrity: Strength through Fragility

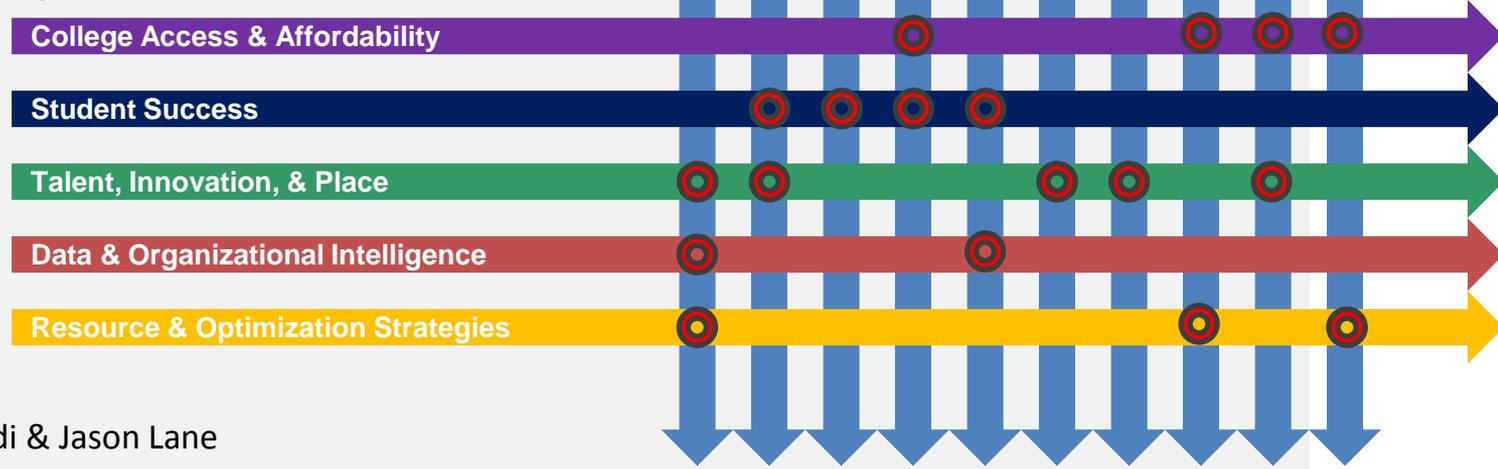


Systems are natural networked organizations

What if we begin to think about the complementarities of systems did add value to campuses and not stop thinking about competing for authority ?

Campuses

Systemwide priorities



An aerial photograph of a winding river flowing through a dense, vibrant green forest. The river meanders from the top left towards the bottom right, creating several sharp turns. The surrounding forest is thick and uniform in color, suggesting a healthy, mature ecosystem. The lighting is bright, highlighting the textures of the trees and the smooth surface of the water.

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

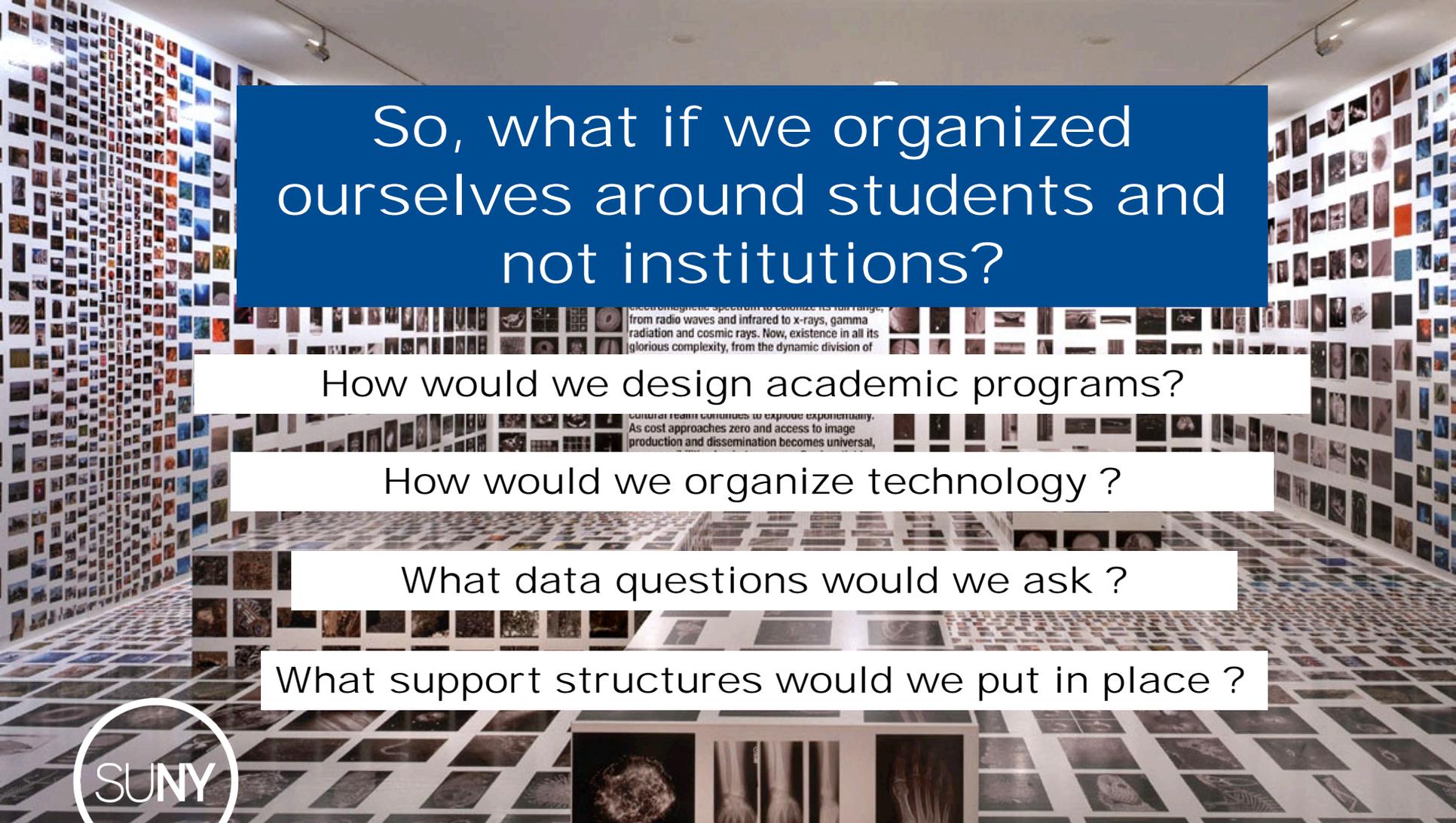


Until finally

- 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.



Setting Collective Priorities

Connecting Stakeholders

Aligning Interests

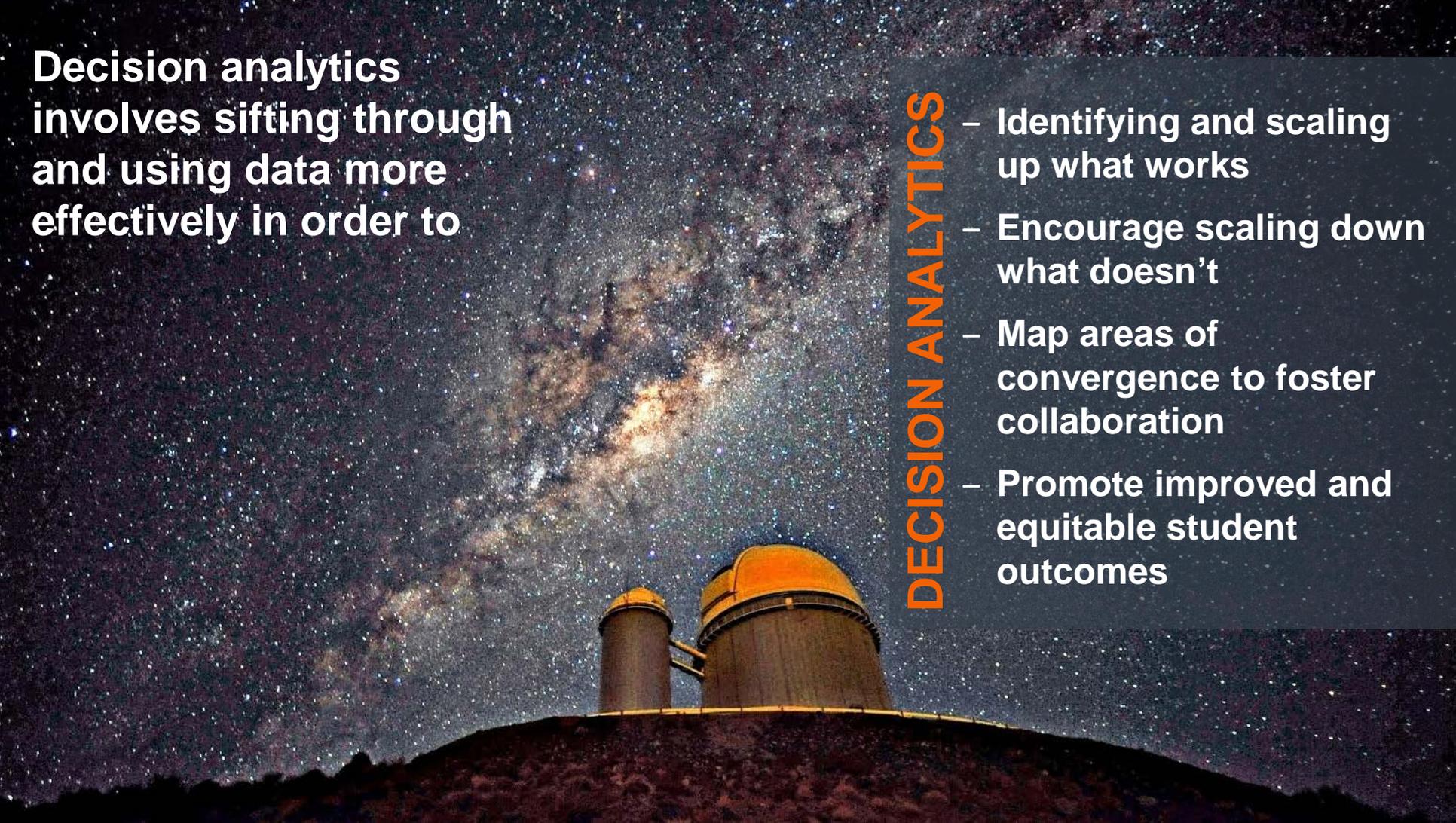
Leveraging Resources

Promoting Best Practices

Ensuring Accountability



These leaders work with stakeholders to identify the levers they can pull to create an enabling environment

A night sky with the Milky Way galaxy visible, and two large astronomical observatories on a hill in the foreground. The observatories are illuminated from below, and the sky is filled with stars and the bright band of the Milky Way.

**Decision analytics
involves sifting through
and using data more
effectively in order to**

DECISION ANALYTICS

- 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?

plan

/plan/ 

verb

gerund or present participle: **planning**

1. decide on and arrange in advance.

"they were planning a trip to Egypt"

synonyms: organize, arrange, work out, prepare, schedule, for develop, devise, concoct;

2. design or make a plan of (something t

"they were planning a garden"

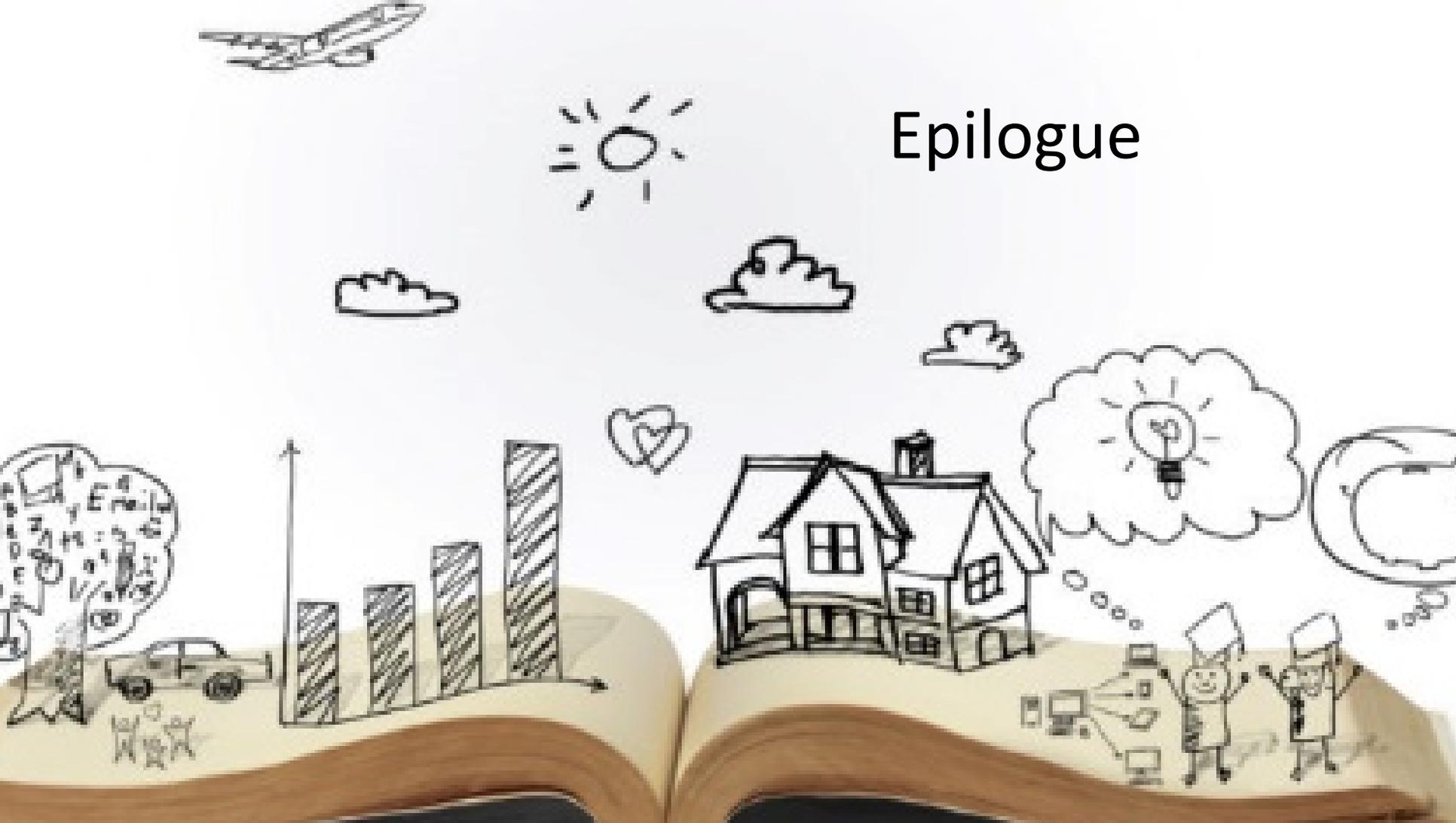
synonyms: design, draw up, sketch out
"I'm planning a new garden"



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....

Intersection of a Line and a parabola.

Let the parabola be $y^2 = 4ax$

and the given line be $y = mx + c$

Eliminating y from (1) and (2), then

$$(mx + c)^2 = 4ax \quad \text{or} \quad m^2x^2 + 2x(mc - 2a) + c^2 = 0$$

This equation is quadratic in x , gives two points may be

$$(3) > , = , < 0$$

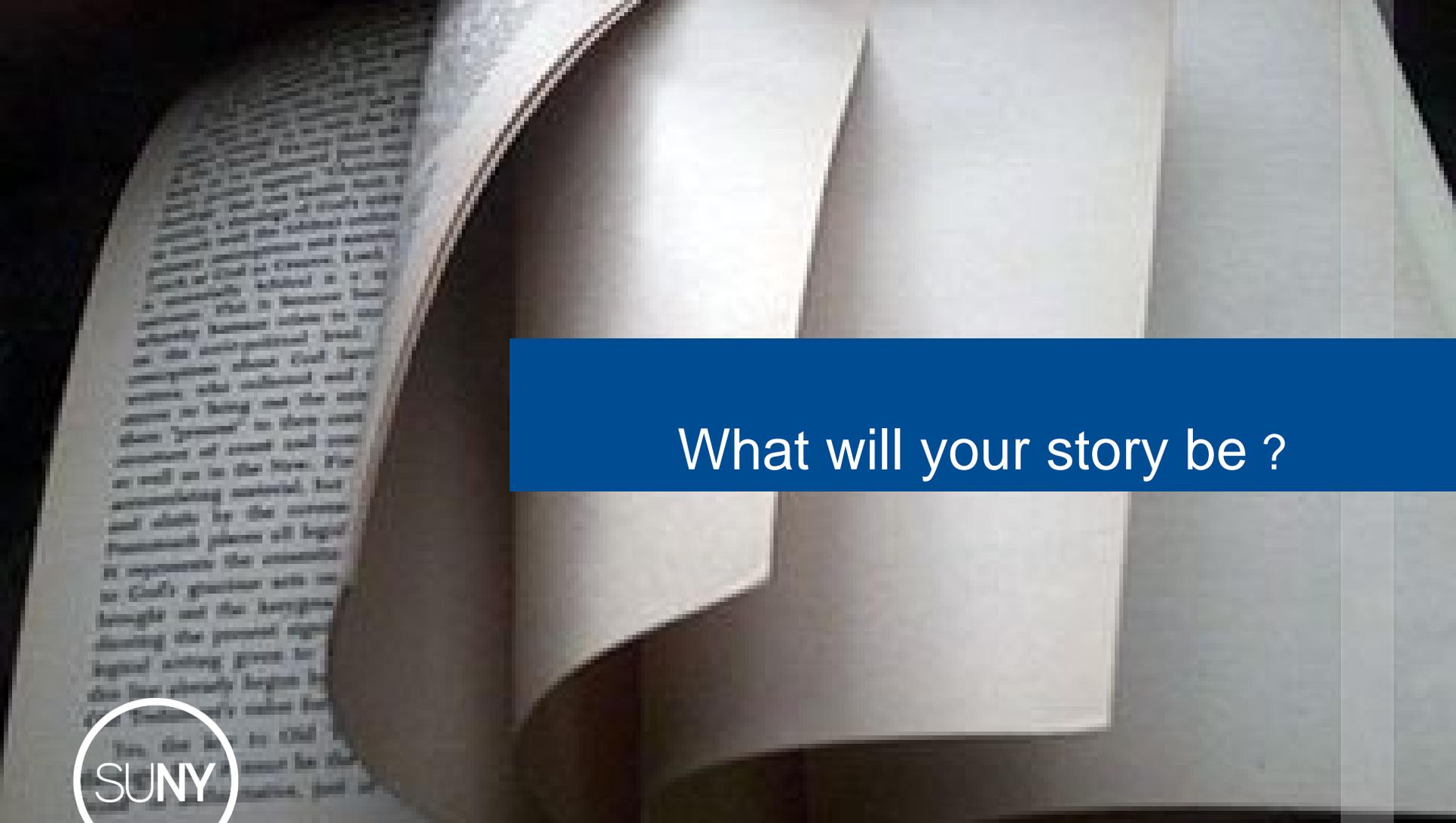
i.e.

$$4(mc - 2a)^2 - 4m^2c^2 > , = , < 0$$

$$4a^2 - 4amc > , = , < 0$$

$$a > , = , < mc$$



An open book is shown from a top-down perspective. The left page is filled with dense, small text, while the right page is mostly blank. A solid blue horizontal banner is positioned across the middle of the right page. The text 'What will your story be ?' is written in white, sans-serif font on this banner. The background is dark, making the book and the banner stand out.

What will your story be ?

