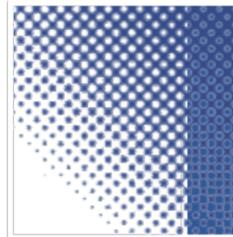




**NASH**  
National Association  
of System Heads



Taking Student  
Success To Scale

# Scaling Up Student Success

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**“A goal without a plan  
is just a wish.”**

**Antoine de Saint-  
Exupéry**



**Scaling up promising practices  
requires planning, persistence, and  
discipline**



# Successful implementation and planning starts with asking the right questions often and earnestly...

1

What are we trying to do?

2

Are we using data to monitor and track progress?

3

Are our actions moving forward the vision?

4

How are we engaging others?

5

How do we sustain the effort?

# ... and focusing on the right elements

**1 Common Vision**

- A. Agree on where you want to go
- B. Understand the status quo
- C. Set aspirational goals
- D. Make big plans

**2 Shared Analytics**

- A. Agree on measurable targets and trajectories
- B. Collect the data
- C. Use the data to make decisions

**3 Mutually Reinforcing Activities**

- A. Build strategies to support the aspirational goal
- B. Discuss the vision and goals as frequently as possible
- C. Align other activities with this effort

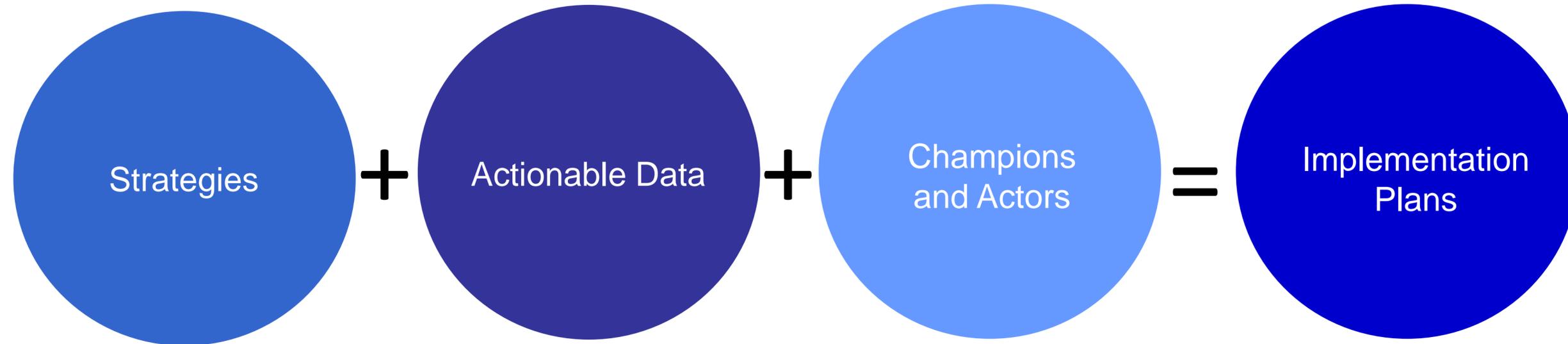
**4 Collaboration & Communication**

- A. Build a network of champions
- B. Communicate and engage frequently & effectively
- C. Work across organizational boundaries

**5 Backbone Support**

- A. Designate & empower a convener
- B. Host routine meetings and data analysis sessions
- C. Create accountability mechanisms
- D. Plan for sustainability and continuous improvement

# Developing plans is a crucial component of achieving system and campus goals



## Scale is multi-dimensional and requires:

### **Depth**

Deep and consequential change in practice

### **Sustainability**

Lasting over time, particularly after the initial implementation push

### **Spread**

Moving beyond practices and materials to underlying beliefs, norms, and principles

### **Ownership**

Shifting from an external reform to the way business is done

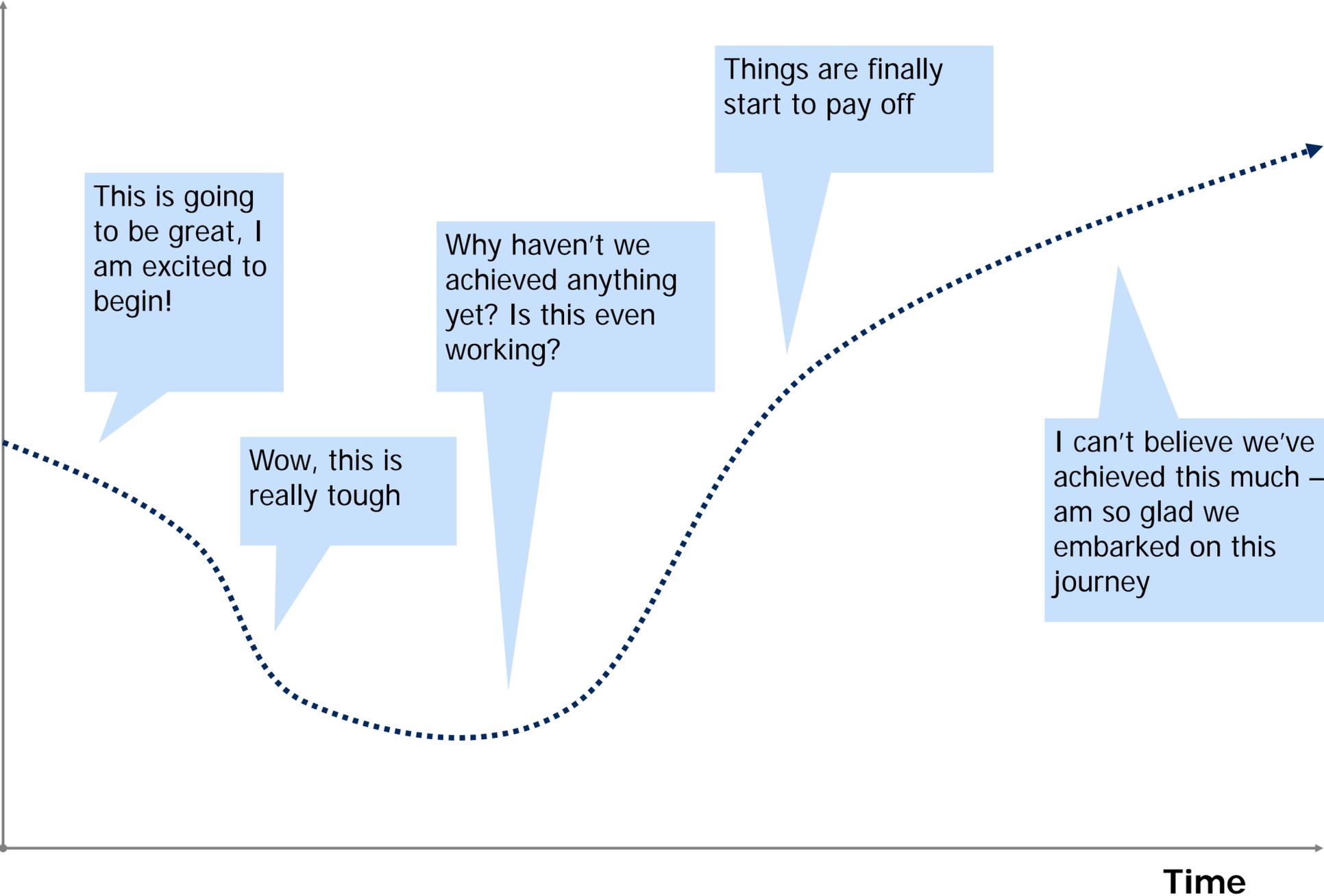
# There are various approaches to taking promising practices to scale

- Distribute through existing platforms
- Recruit and train others to deliver the solution
- Unbundle and scale up the parts that have the greatest impact
- Use technology to reach a larger audience
- Change public systems
- Work toward policy change
- Alter people's attitudes, beliefs and behaviors

# The implementation dip is an inevitable part of any large-scale change effort

Sense of progress

..... Sentiment of system actors



# There are five basic principles to guide your efforts to establish, build, and sustain momentum

<b>Principle</b>	<b>Rationale</b>	<b>Implications</b>
<b>Persist through distractions</b>	System and campus leaders must deal with the inevitable crises and events that can distract from the delivery effort.	Ensure that the team remains the driving force for delivery.
<b>Persist through monotony</b>	Driving a delivery effort for an extended period can become tedious, monotonous, and frustrating.	Maintain motivation for producing tangible results.
<b>Manage those who resist change</b>	Key groups and individuals who are unwilling to support efforts can limit the effectiveness of delivery.	Listen to stakeholders, respond to legitimate concerns, remove excuses where possible, and communicate the moral imperative for delivering results.
<b>Vigorously challenge the status quo</b>	Failing to build on initial success can lead to complacency and stalled progress.	Work to build a sense of urgency and demand a shift from good to great.
<b>Celebrate successes</b>	Neglecting success overlooks valuable opportunities to build support and motivation for the delivery effort.	Recognize and celebrate successes when they occur.

# Your team must ensure that the system and campuses do not lose focus on your aspirations

## Techniques to help you persist through distractions:

### Keep focus

- Resist the temptation to be driven by headlines or public dissension
- Keep crises in perspective
- Recall the moral purpose behind the aspirations, which is more enduring than short-term crises

### Maintain routines

- Resist temptation to delay or suspend routines
- Instead, use routines to restore normalcy to the system and demonstrate commitment to aspirations

### Exercise leadership

- Step up leadership when leader is distracted
- Take responsibility for ensuring that delivery proceeds in spite of external circumstances

# Celebrate accomplishments to rekindle energy for your efforts

Recognize  
outstanding  
achievement and  
celebrate success

**Celebrating success helps sustain momentum and inspire new support for innovation**

- **Recognize outstanding efforts:** Public commendations can be as powerful a driver of behavior as financial incentives. Thank and recognize individuals at *all levels* of the system that achieve results
- **Demonstrate impact:** Collect and share stories that show how the work affected individual students
- **Share staff insights:** Ask faculty and staff how the work has made a difference

# TS<sup>3</sup> Action Plan

		30 Days	60 Days	90 Days
<b>Key Campus Actions &amp; People</b>	<b>Math Pathways</b>			
	<b>High Impact Practices</b>			
	<b>Predictive Analytics</b>			
<b>Key System Actions &amp; People</b>	<b>Math Pathways</b>			
	<b>High Impact Practices</b>			
	<b>Predictive Analytics</b>			

*Thank You!*

If you have questions, please  
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