



UNIVERSITY AT ALBANY

State University of New York

Rockefeller
Institute of Government

The Power of Systemness

Nancy L. Zimpher

Professor, University at Albany

Senior Fellow, Rockefeller Institute of Government

Part

1

Systemness

systemness ['sɪs-təm-nəs] n

1. 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.





The State University
of **New York**



ADIRONDACK

MOUNTAINS

90

90

87

Statewide Conversations



Six Big Ideas

SUNY and the World



SUNY and an Energy-Smart New York



SUNY and the Entrepreneurial Century



SUNY and the Seamless Education Pipeline



SUNY and a Healthier New York



SUNY and the Vibrant Community



My favorite...

SUNY and the Seamless Education Pipeline





The New York Times



Educating more people and educating them better - appears to be the best bet any society can make.

David Leonhardt

Educating
more people

Educating
them better

Best bet a
society can make

A + C = S

ACCESS

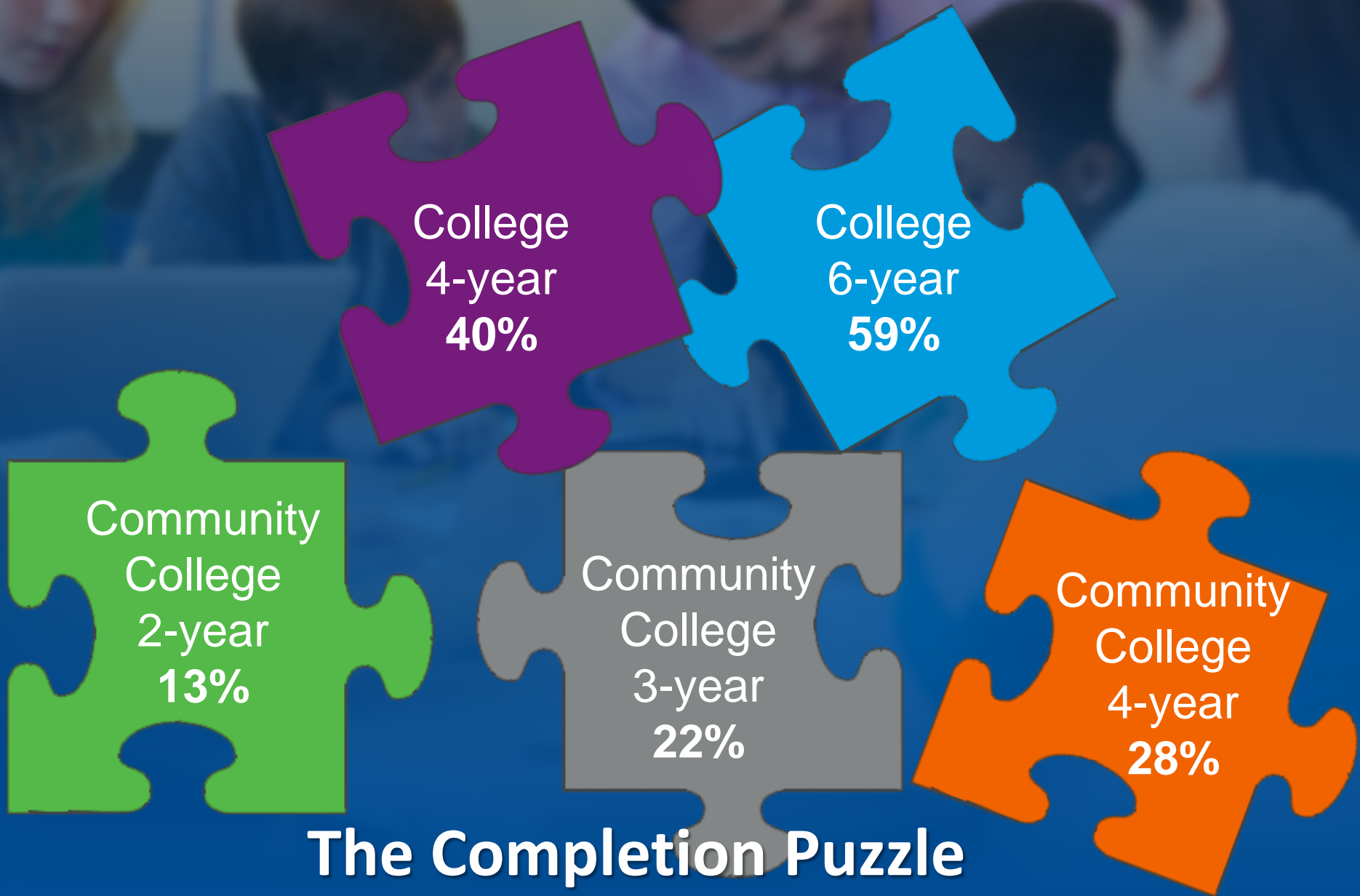
COMPLETION

SUCCESS

Part

2

How are we doing?



The Completion Puzzle

Hispanic
54%

Black
39%

Dev Ed
30%

White
63%

Adult
Learners
50%

Pell Grant
Recipients
49%

The Completion Puzzle...Disaggregated

Philanthropic Community's Completion Challenge



2008:
Doubling low-income by 2025

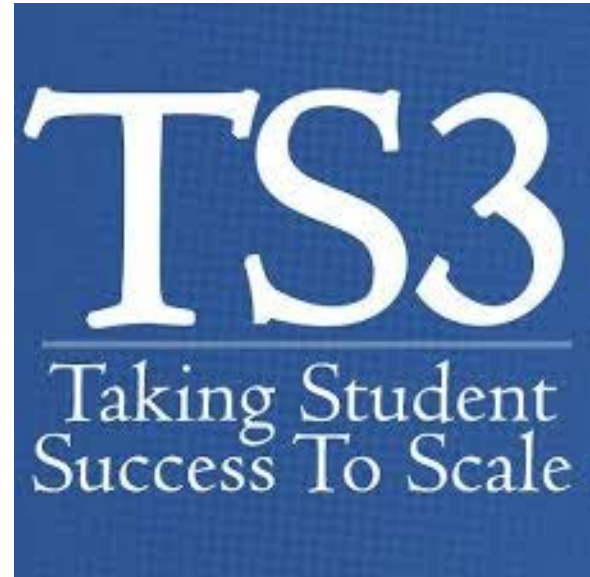
2008:
Increase # of degrees to 60% by 2025



The American Graduation Initiative



Completion Initiatives



A steady climb

Lumina tracks the post-high school educational attainment of Americans ages 25-64. Since 2008, that figure has increased by **9 percentage points**. That's progress, but it's not enough to reach 60 percent by 2025. Dramatic action is needed to meet the nation's need for talent.



Lumina™
FOUNDATION

NATIONAL
AVERAGE



2008

2008

2008

2016



The Statue of Liberty stands prominently in the center of the image, set against a clear blue sky. The statue is shown from the waist up, holding a torch aloft in her right hand and a tablet in her left. Below the statue is its massive, tiered pedestal, which features the number '131' on one of its levels. The base of the pedestal is partially obscured by a low wall and some trees in the foreground.

60% **in** 40% **out**



Part

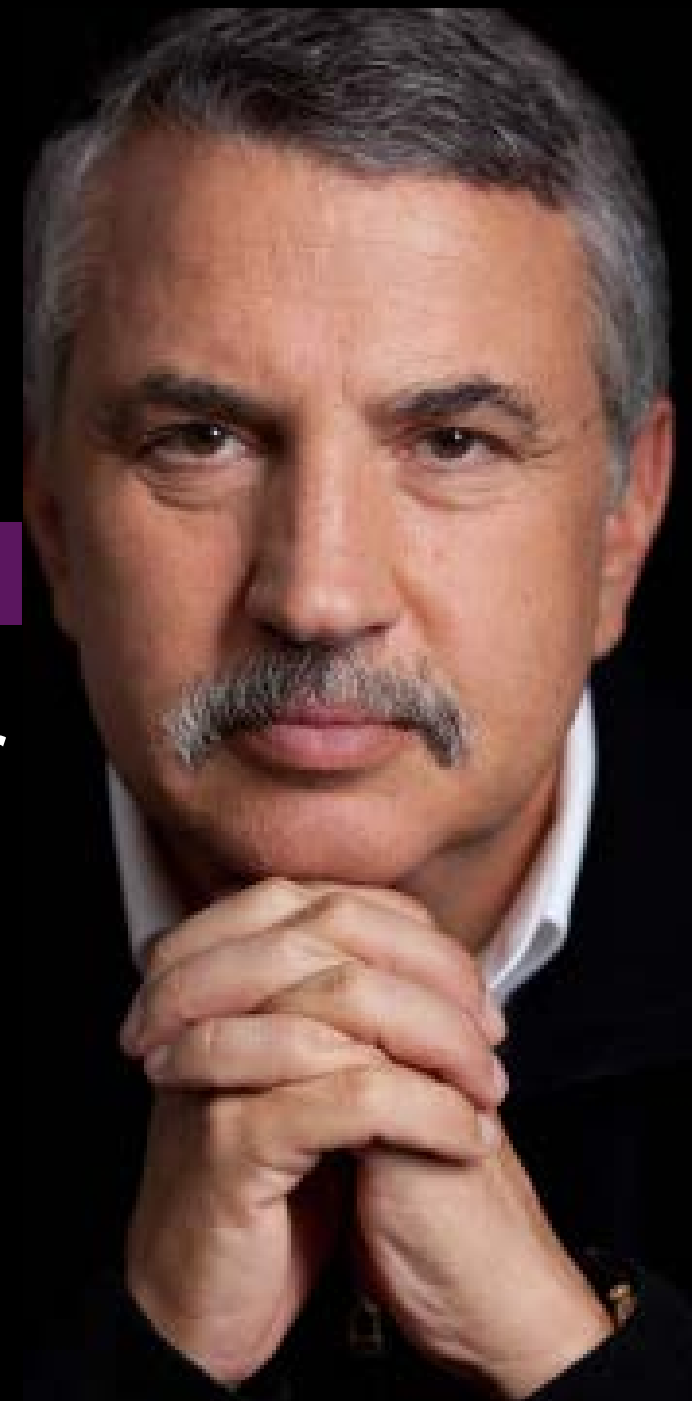
3

How Systems Can Help

“

If only-if only-we could come together on a national strategy to enhance and expand our natural advantages; more migration, more post-secondary education, better infrastructure, more government research, smart incentives for spurring millions of start-ups...nobody could touch us. We're that close.

Thomas Friedman





Let me

illustrate...



In New York, for every **100** ninth grade students...



73 students graduate from high school four years later...



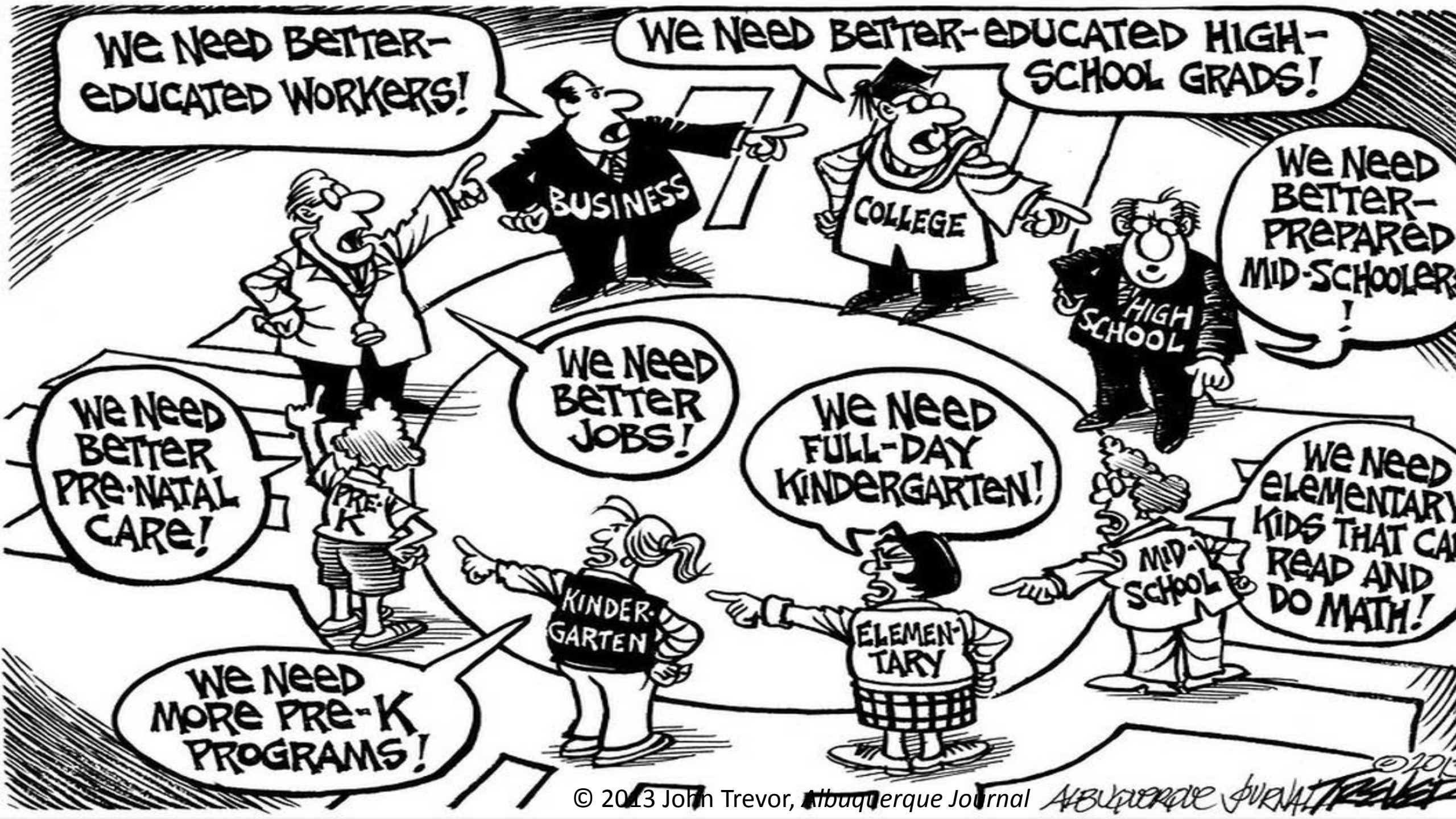
51 students immediately enter college...



37 students are still enrolled in their second year...



and **23** students graduate with either an associate's degree within three years or a bachelor's degree within six years.



WE NEED BETTER-EDUCATED WORKERS!

WE NEED BETTER-EDUCATED HIGH-SCHOOL GRADS!

WE NEED BETTER-PREPARED MID-SCHOOLERS!

WE NEED ELEMENTARY KIDS THAT CAN READ AND DO MATH!

WE NEED FULL-DAY KINDERGARTEN!

WE NEED BETTER JOBS!

WE NEED BETTER PRE-NATAL CARE!

WE NEED MORE PRE-K PROGRAMS!

BUSINESS

COLLEGE

HIGH SCHOOL

MID-SCHOOL

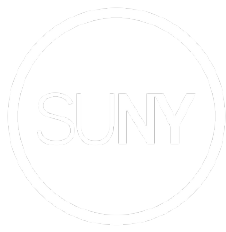
ELEMENTARY

KINDERGARTEN

PRE-K

Student Roadmap to Success



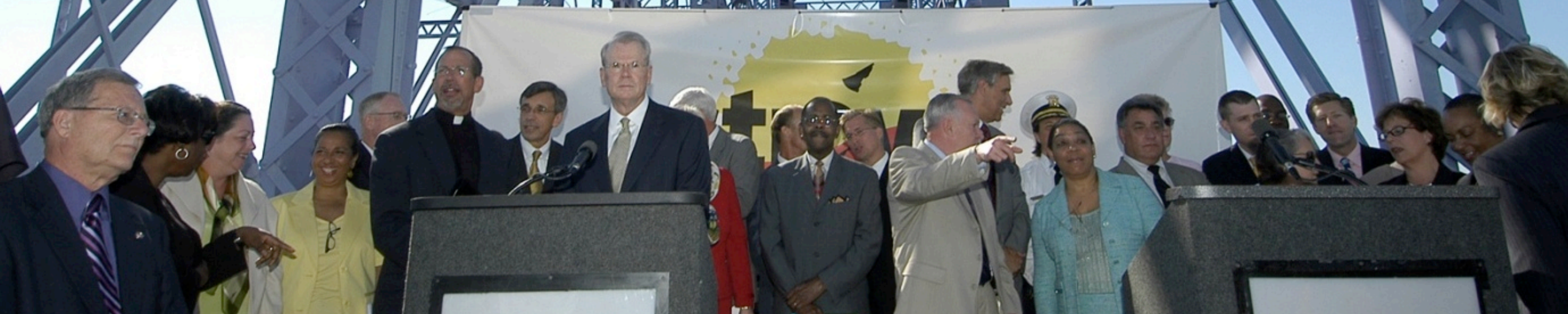


Cradle to Career Roadmap



Birth-4 years old	Pre- School	Grade K	Grades 1-4	Grades 5-6	Grade 7	Grades 8-9	Grades 10-12	College	Transition to Desired Career
----------------------	----------------	---------	---------------	---------------	------------	---------------	-----------------	---------	------------------------------------

Strive Partnership



StriveTogether
Every child. Cradle to career.

YOU DID IT!

5 Proof Point Communities by 2018

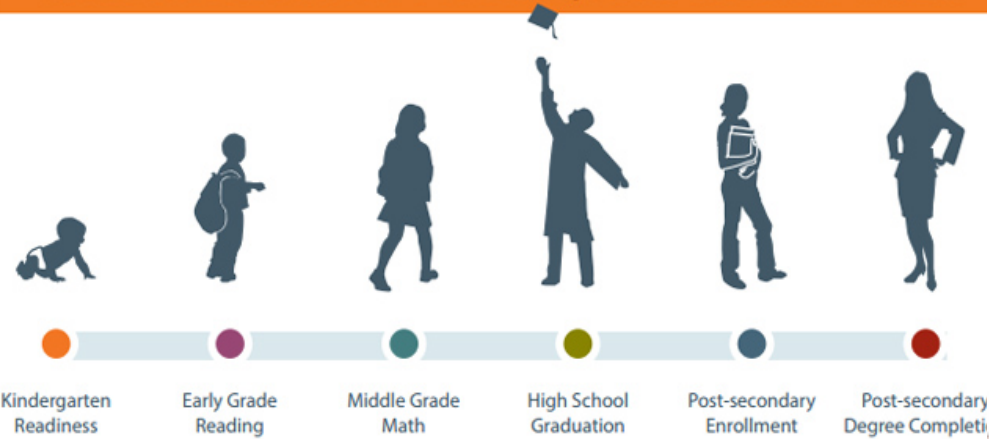
100,000 HOMES



SHAPE UP SOMERVILLE

National Impact

IMPROVING EDUCATION OUTCOMES, FROM CRADLE TO CAREER



PROGRESS

UPDATED Mar 01, 2013

Campaign Housing Goal

100,000

People Housed

35,000

Communities Participating

185



Stanford SOCIAL
INNOVATION REVIEW

Channeling Change: Making Collective Impact Work



all hands raised



Education, Equity and Excellence
from Cradle to Career
Portland, OR



High School Graduation



Postsecondary Enrollment

Does it work?



Kindergarten Readiness



Early Grade Reading



High School Graduation



Postsecondary Enrollment



Postsecondary Completion



Early Grade Reading



Middle Grade Math



High School Graduation



Postsecondary Enrollment



High School Graduation



Postsecondary Enrollment



Postsecondary Completion



Every Child. One Community. Cradle to College & Career.



Middle Grade Math



High School Graduation



Postsecondary Enrollment



Postsecondary Completion

all hands raised



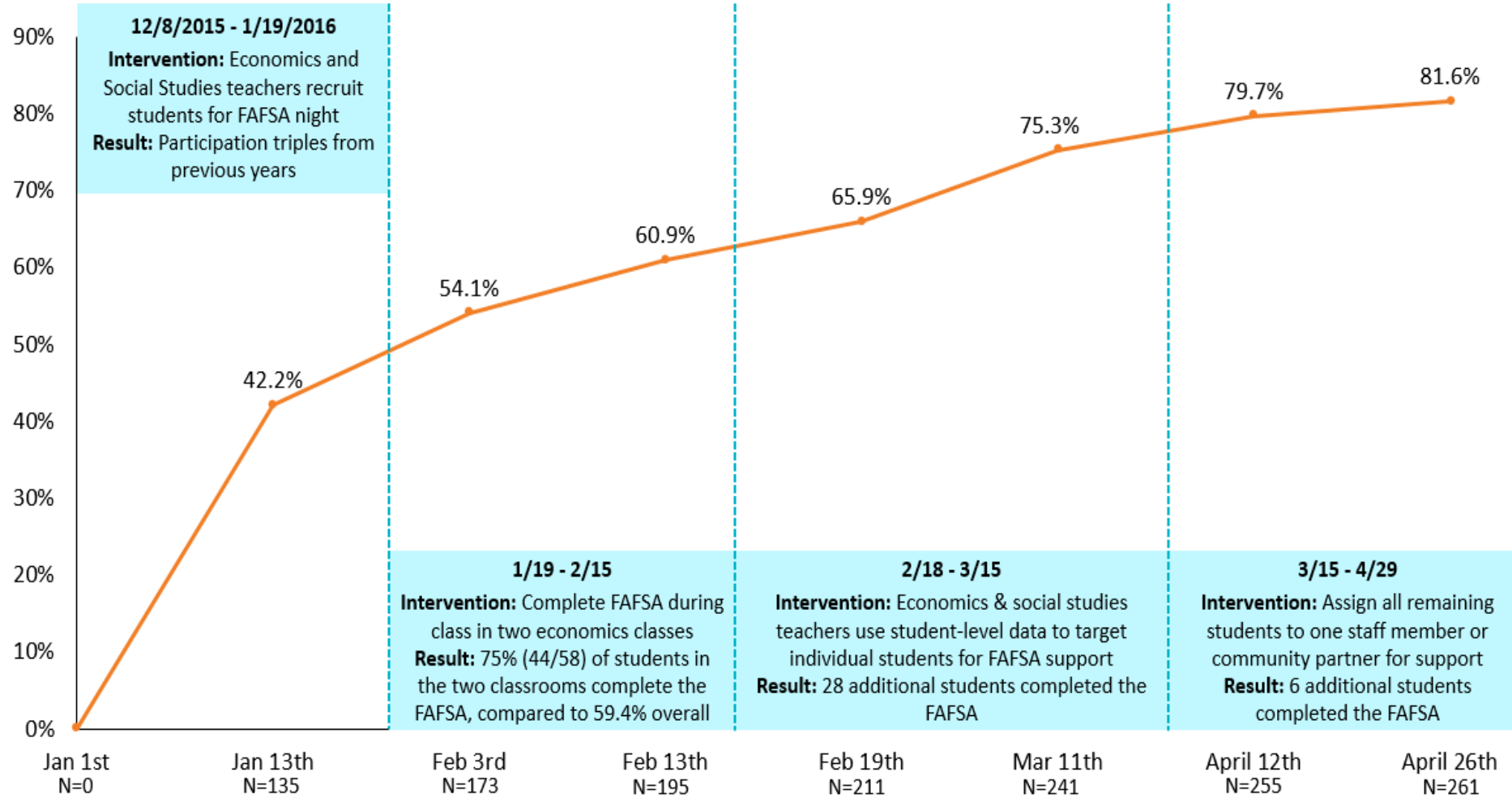
Education, Equity and Excellence
from Cradle to Career

Portland, OR

StriveTogether
Every child. Cradle to career.

Percent of Seniors Completing the FAFSA this School Year with Specific Interventions at Franklin High School

(Using School-level Data)



Source: Numerator comes from FAFSA + through the Office of Student Access and Completion, includes Oregon Student Aid Application (ORSAA) completers (provided by school), denominator is January 1st enrollment

Summer Melt

- 10-40% of college-intending students “melt” during the three months between high school graduation and the first day of college
- Greater chance of melt for students from low-income households and those enrolling at a 2-yr college

High School



College

June

July

August

Sep.

Source: Benjamin Castleman & Lindsay Page (2014). “Summer Melt: Supporting Low-Income Students Through the Transition to College”



Four Pillars for Collective Impact

**Pillar 1:
Convening Key
Stakeholders**

**Pillar 2:
Identifying
Shared Goals**

**Pillar 3:
Evidence-
Based
Decisions**

**Pillar 4:
Sustaining
Success**



Key Stakeholders

MARVEL

AVENGERS ASSEMBLE



Shared
Goal



**Evidence-
based**

Rockefeller
Institute of Government



Lumina™
FOUNDATION



Carnegie Foundation
for the Advancement of Teaching

BILL & MELINDA
GATES *foundation*

Sustained Support



**Most important pillar could be learning
how to collect and use evidence.**

Part

3

Is it time for a new normal?

**Continuous
improvement is
not new,
but must be the
new normal.**





Who is doing this work?



[Who We Are](#)

[What We Do](#)

[Contribute](#)

[Get Involved](#)

[Resources](#)

SEARCH



"Baldrige changes lives. Our students have learned and achieved more because of our use of the Baldrige framework. It is the best framework to achieve your mission."

Dr. JoAnn Sternke
Superintendent of Schools
Pewaukee School District
2013 Baldrige Award Recipient

DONATE



Lean Six Sigma: DMAIC



Define

Define the problem.



Measure

Quantify the problem.



Analyze

Identify the cause of the problem.



Improve

Implement and verify the solution.

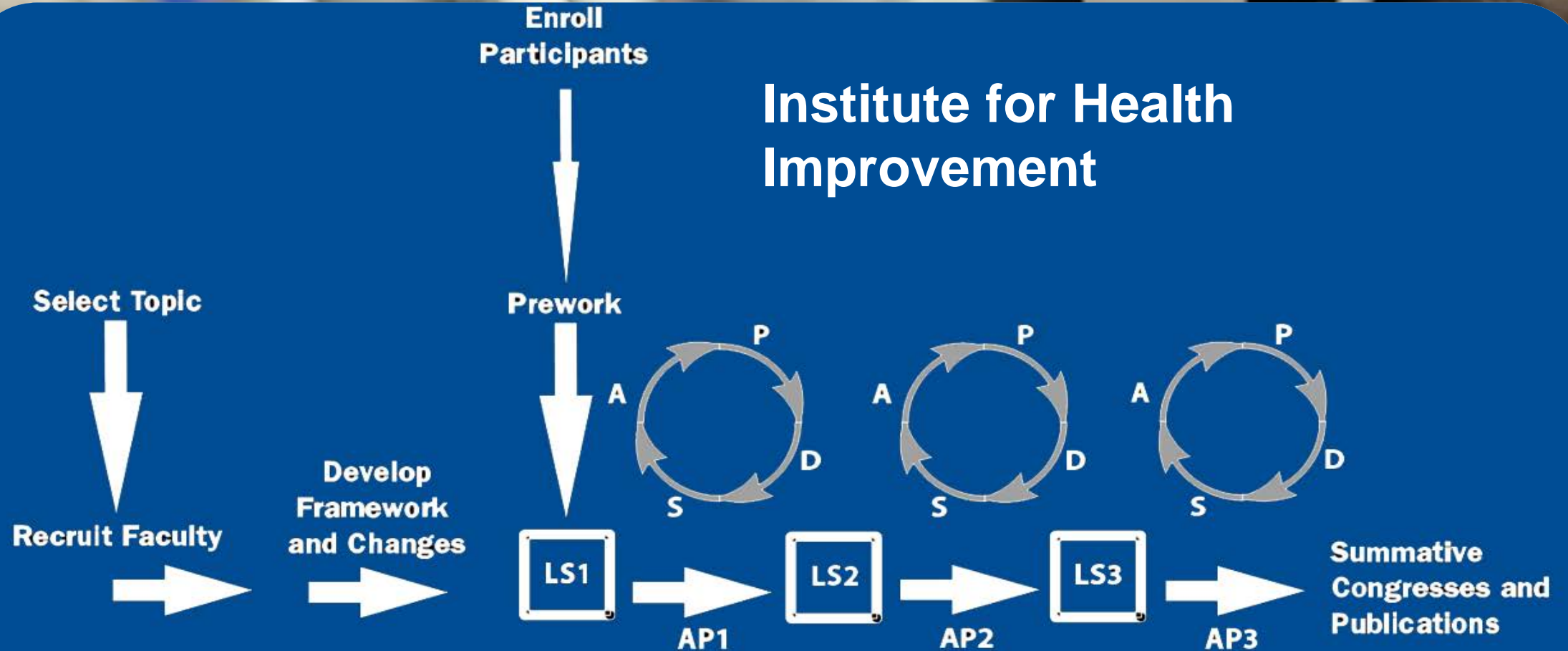


Control

Maintain the solution.



Institute for Health Improvement



LS1: Learning Session
AP: Action Period
P-D-S-A: Plan-Do-Study-Act

Supports:

Email • Visits • Phone Conferences • Monthly Team Reports • Assessments

P-D-S-A: Plan-Do-Study-Act
AP: Action Period

Email • Visits • Phone Conferences • Monthly Team Reports • Assessments
Supports:

CARNEGIE FOUNDATION **SUMMIT**
on
IMPROVEMENT IN EDUCATION **2018**
SAN FRANCISCO

April 3 – 5, 2018
San Francisco Marriott Marquis





2017

**KIDS COUNT
DATA BOOK**

THE ANNIE E. CASEY FOUNDATION



Bill Gates is spending \$1.7 billion to fix the US education system—here's how

Abigail Hess | @AbigailJHess | 10:23 AM ET Mon, 30 Oct 2017





Dear Bill and Melinda,

**Thank you for your recent
commitment to networks
for school improvement...**



NASH **TS3**
National Association
of System Heads Taking Student
Success To Scale

Being the best at **getting better.**



UNIVERSITY AT ALBANY

State University of New York

Rockefeller
Institute of Government

The Power of Systemness

Nancy L. Zimpher

Professor, University at Albany

Senior Fellow, Rockefeller Institute of Government