The Big ReThink:
Our Transformation Agenda for Public Higher Education Systems

Rebecca Martin
Devinder Malhotra
Kim Hunter Reed

SHEEO Higher Education Policy Conference
November 9, 2021

NASH
National Association of System Heads

A Remote Shift of Pandemic Proportions

INSIDE HIGHER ED

Colleges Go Online to Avoid COVID-19

Bloomberg

Harvard MBA Students Move Online as Breakthrough Cases Climb

THE CHRONICLE OF HIGHER EDUCATION

As Covid-19 Surges, Some Campuses Will Start the Semester Online

The New York Times

As Colleges Move Classes Online, Families Rebel Against the Cost

THE HILL

Cuomo says NY colleges with 100 coronavirus cases must 'go remote' for two weeks

NASH

Get on the Balcony

The Practice of
ADAPTIVE
LEADERSHIP

HARVARD BUSINESS PRESS

TOOLS
AND TACTICS
for Changing
Your Organization
and the World

RONALD HEIFETZ | ALEXANDER GRASHOW | MARTY LINSKY
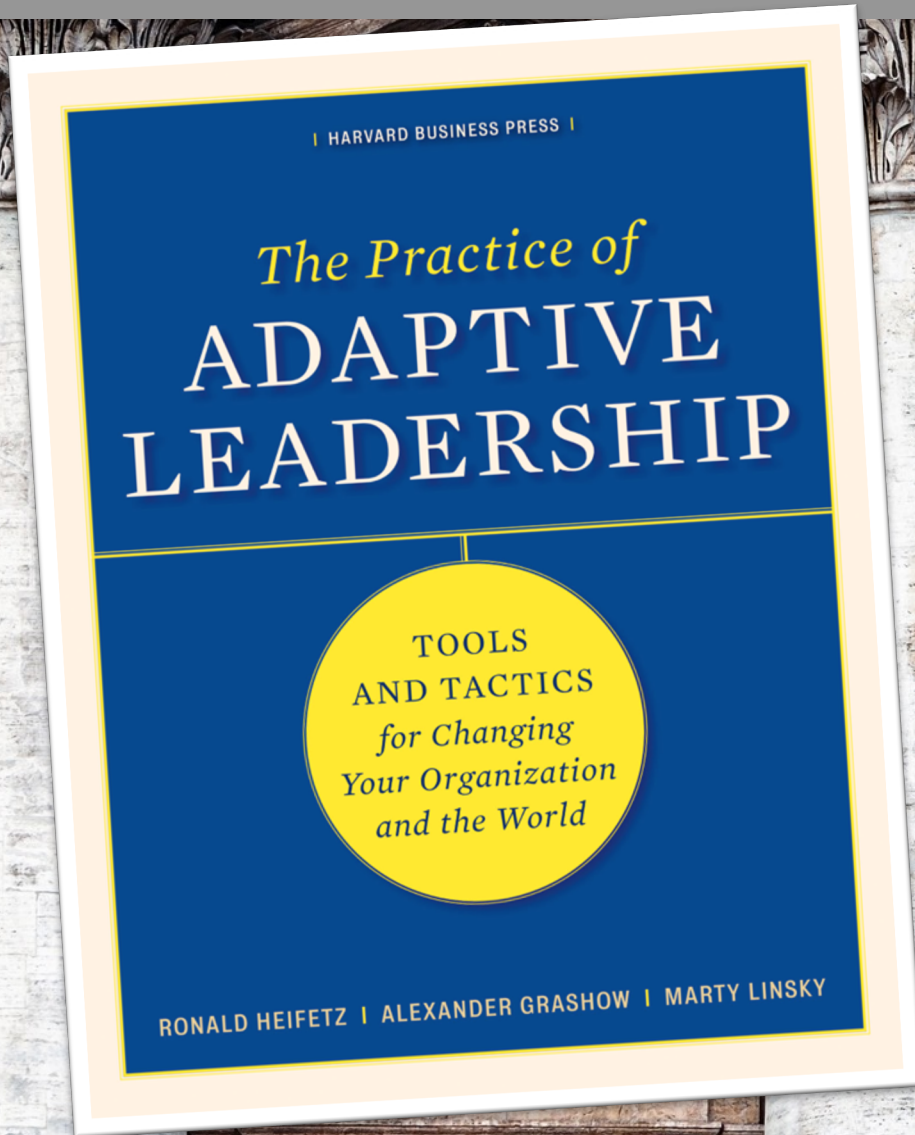
NASH

The Challenge

President Barack Obama
at SUNY Buffalo in 2013

"America ranks 21st when it comes to math education. We rank 25th when it comes to science. We used to be number one in the proportion of college graduates.
We now rank ninth.
And at an age where knowledge, skills, are the determinant of how successful we're going to be, unless we reverse that we're going to keep slipping behind economically to a lot of
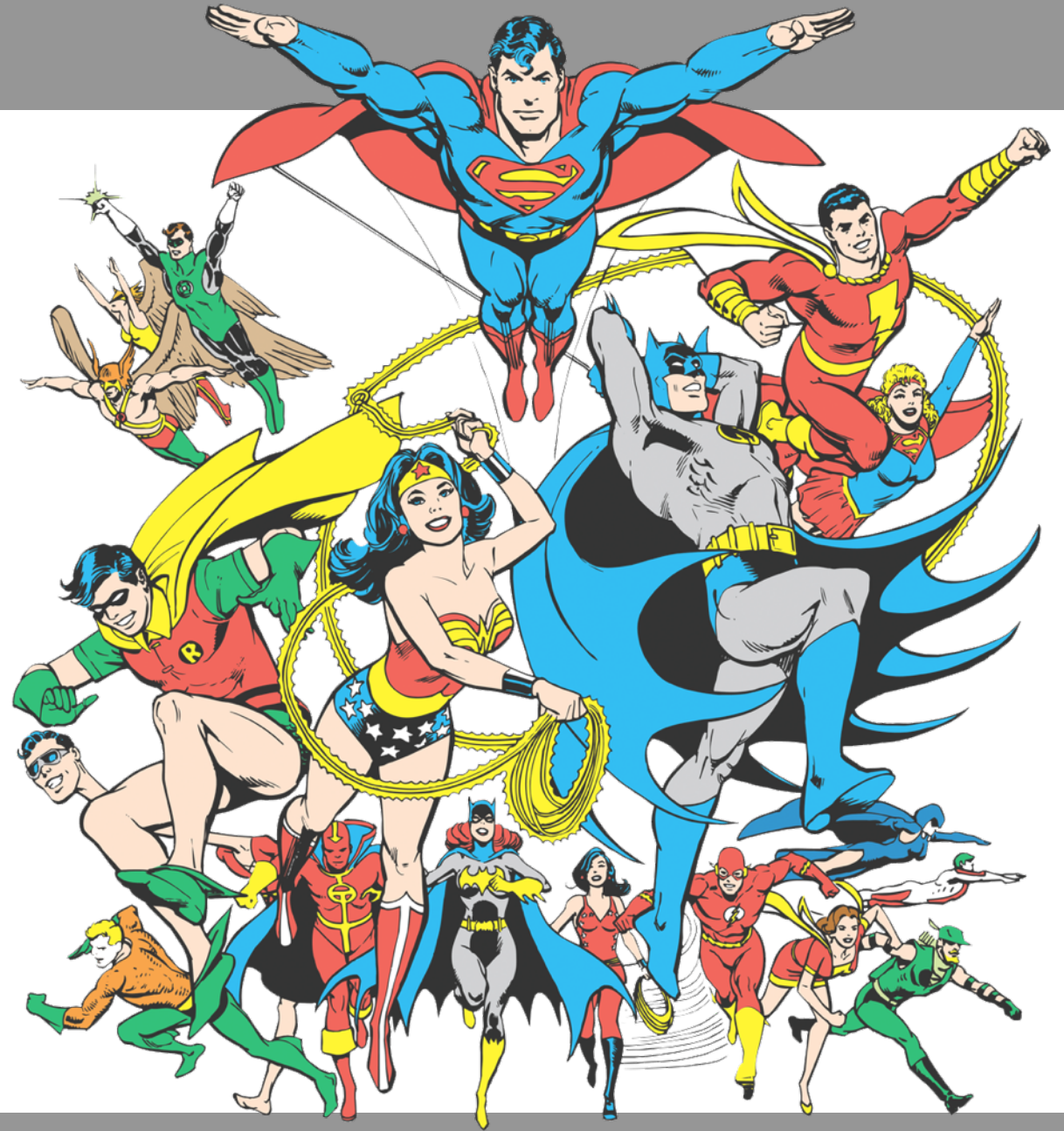
NASH

Tested solutions at scale.

Systems can do this.

Only systems have:

- Statutory authority

- Board authority

- Integrated sectors

- Collective impact

Systems

Why?

Because we have proof points.

Systems provide affordable, accessible, quality education to 75 percent of America's 4-year public college students.

TS3
Taking Student Success To Scale

NASH Transfer Network

Equity Action Collaborative

Scaling Instructional Excellence

NASH

Systems

How?

Working together.

Our systems leverage the power of our campuses in service to our students and our states, with value greater than the sum of our parts.

NASH

How We Got Here

THE BIG RETHINK
is a strategic planning process that was driven

STAKEHOLDER PARTICIPATION
consisting of surveys, webinars, zooms, and design teams that led

FIVE IMPERATIVES
that guide our actions and will be
implemented across distinct platforms...

NASH

The Power of System

Advancing Prosperity for the Nation

The Plan in Action

Our work is supported by three platforms

The Institute for Systems Innovation & Improvement

The Redesign of State Infrastructure to Support the Power of Systems

The Federal Plan for Supporting the Power of Systems

NASH

Institute for Systems Innovation & Improvement

An instrument intended to coalesce the power of our nation's public systems to expand and achieve student access, completion and success at scale by 2030.

Our Five Imperatives

LEARNING
System-wide support for flexible and responsive programs to meet the unique needs of each student.

TALENT
A civically engaged and globally competitive workforce that contributes to community vitality, economic development and knowledge creation.

EQUITY
Just and accessible opportunities that empower all students through the removal of structural and systemic barriers.

INVESTMENT
Collective resource sharing and efficiencies to reinvest in student success.

SYSTEMNESS
Leveraging the power of public higher education systems to better serve students and society.

NASH

The Learning Imperative

System-wide support for flexible and responsive programs to meet the unique needs of each student.

a. Focus on engagement and support of students, addressing their diverse learning and social needs.

b. Promote the development, teaching, and assessment of equity-centered academic and experiential curricula across the system.

c. Advance flexible pathways and shared degrees, credentials, courses, credits and support services across the system, both virtual and in-person.

d. Implement multidirectional transfer frameworks that allow for the equitable and seamless movement of students and credits across campuses.

e. Invest in technology to improve access, affordability and achievement.

The Talent Imperative

A civically engaged and globally competitive workforce that contributes to community vitality, economic development and knowledge creation.

a. Foster strong system partnerships by implementing innovative practices that deepen employer and civic engagement, and recognize diverse learner and workforce needs.

b. Develop statewide strategies to accommodate diverse student markets with multiple on-ramps to admission, alternative delivery mechanisms, and effective teaching methods.

c. Champion and invest in new roles for full and part-time faculty and support staff to meet changing demographics, while functioning in a multi-campus system.

d. Promote strategic partnerships to champion educator recruitment, preparation and renewal as a crucial resource throughout the entire student pipeline.

e. Advance a learner pathway profile as a student-centered tool to help institutions and students communicate to stakeholders what they know and can do.

The Equity Imperative

Just and accessible opportunities that empower all students through the removal of structural and systemic barriers.

a. Commit publicly to comprehensive action to advance equity across the system.

b. Advance concrete actions to increase inclusiveness and equity across systems through the implementation of the NASH Equity Action Framework.

c. Strengthen seamless K-12 partnerships to increase learning opportunities for students and enhance teacher engagement to address the needs of underserved communities.

d. Support system-level engagement to enhance inclusive community-based partnerships.

e. Expand equitable access to broadband, open, and digital resources.

The Investment Imperative

Collective resource sharing and efficiencies to reinvest in student success.

a. Create a new system business model to target resources to achieve our goals.

b. Reinvest funds to support evidence-based best practices for innovations at scale.

c. Share assets, infrastructure, and services to reduce system costs, to be reinvested in student success, innovation, and equity efforts.

d. Leverage facilities and other assets to advance local and state economic and community development.

e. Advocate for federal and state reinvestment in public higher education.

The Systemness Imperative

Leveraging the power of public higher education systems to better serve students and society.

a. Champion state and federal policies and a system-wide organizational culture that value equity, economies of scale, innovation and collaboration.

b. Advance an organizational structure focused on outcomes, putting student and state needs at the center.

c. Adapt continuous improvement strategies as a theory of change to drive the scale and impact potential of state systems.

d. Strengthen system-level data analytics and report annually on progress to foster transparency, accountability, and strategic, actionable decision-making.

e. Articulate and advocate broadly the value and public purpose of higher education.

Carnegie believes that the most effective and efficient way to organize improvement efforts is through networked improvement communities (NICs),
**a colleagueship of expertise building on
the hard work and creativity of many.**

Carnegie Foundation
for the Advancement of Teaching

Leverage expertise within and through a Network of Systems to:

- Generate consensus

- Foster cross-system collaboration

- Coordinate and exchange information

- Establish Networked Improvement Communities

- Distribute capacity across systems

Stanford Social Innovation Review – Winter 2011

Taking Student Success to Scale (TS³)

- Leverages three evidence-based student success strategies
  - High Impact Practices
  - Math Pathways
  - Predictive Analytics

- Aligns efforts across systems and campuses

- Increases economies of scale and scope

- Utilizes Collective Impact & Improvement Science approaches

- Supports 20 systems and over 300 campuses

Funding from the Lumina Foundation to implement and scale High Impact Practices in four systems.

YEAR 8

IMPROVING STUDENT SUCCESS

CLOSING EQUITY GAPS

NASH

Scaling Instructional Excellence to Improve Student Success

A collaboration with ACUE

- Scaling intentional, high-quality professional development for faculty

- Recognizing the importance of faculty in the success of students

- Leveraging system leadership to drive effective teaching across campuses

Funding from the Charles Koch Foundation for four NASH systems to collectively enroll more than 1500 faculty on 31 campuses in credentialing programs in evidence-based effective teaching practices.
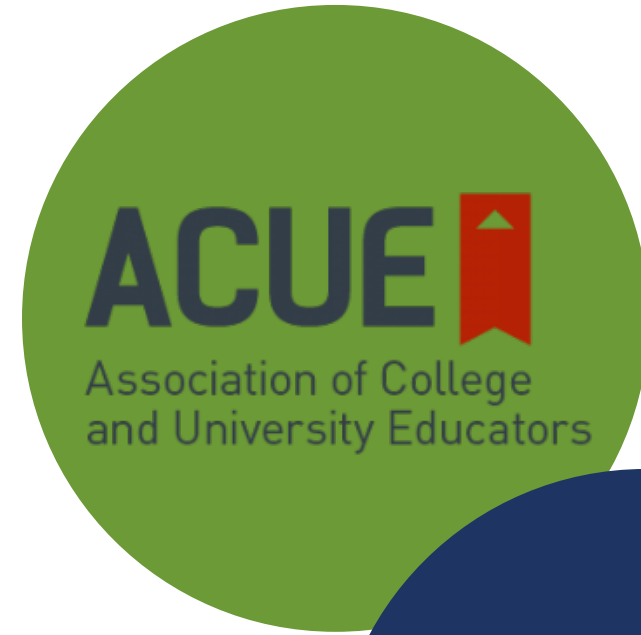
Equity Action Collaborative

Recognizing that systems have a responsibility to confront systemic inequity and publicly stand for the values of inclusive excellence.

The NASH Equity Action Framework
- intentionally expands the equity lens that is core to its mission
- promotes explicit and sustained engagement with equity
- enables systems to assess progress and take action with essential equity practices

17 systems are working together to learn from each other and advance this framework in their systems.

NASH

The Timeline

NASH
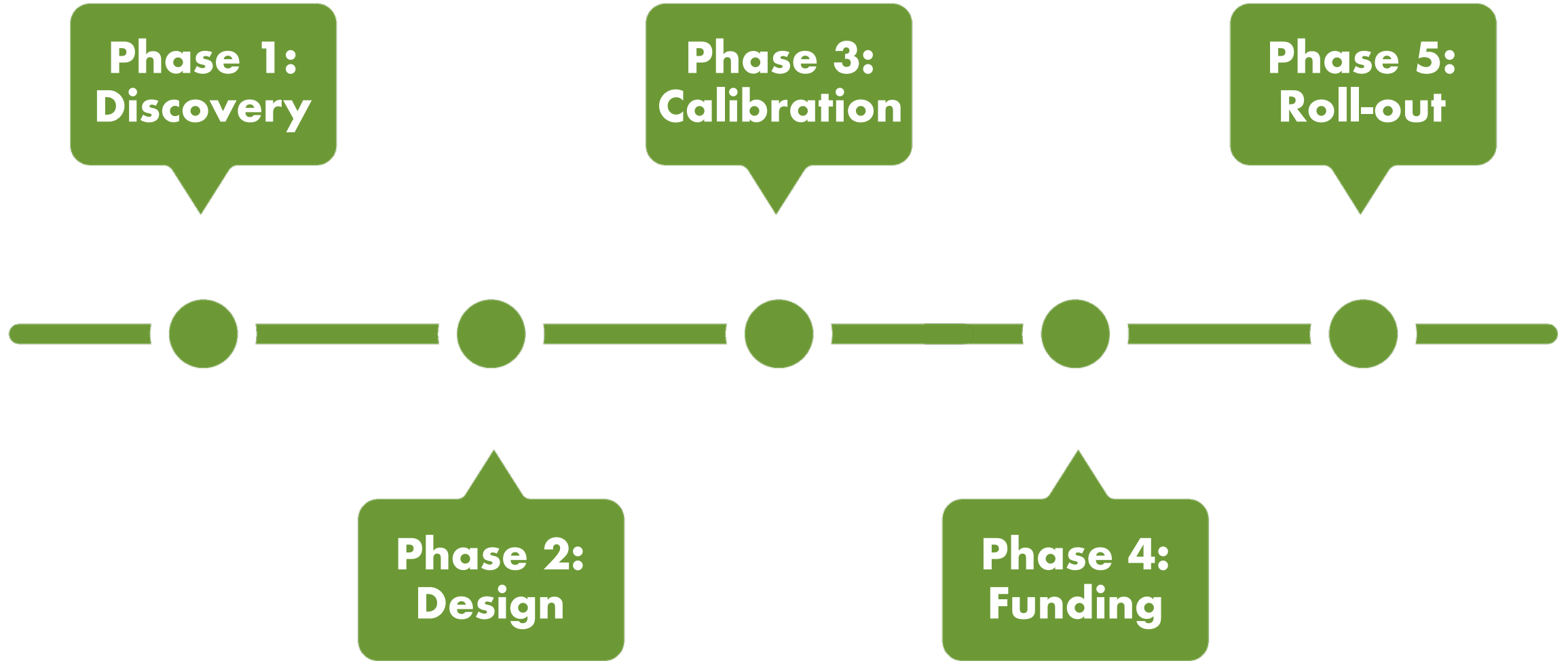
Registration is Now OPEN

The invitations
have been sent!

Join us
December 8-9, 2021
Grand Hyatt Washington

Sign-up today at
bigrethink.eventbrite.com

YOU ARE INVITED:
The Big ReThink Superconvening

We now have an historic endorsement by system heads across the nation on major higher education reforms.

For over a year, public systems of higher education, impacting the lives of most of the nation's 4-year public undergraduate students, have engaged in a strategic planning process called The Big ReThink.

This invitation-only event will mark the beginning of a decade-long commitment from public university systems to improve the delivery of equitable and quality services for student success, together.

Join us for the unveiling of our transformation agenda for public higher education systems.

DECEMBER 8-9, 2021
GRAND HYATT WASHINGTON
1000 H Street NW, Washington, D.C., United States, 20001

Hosted at the nation's capital, leaders in their field will gather to discuss the key elements of this transformation agenda, and the road to achieving it by 2030.

COLLABORATE WITH:
- Public University System Leaders - Campus Presidents & Chancellors - Student & Faculty Shared Governance Chairs
- Supporting Foundation Leaders - Postsecondary Association Directors - Education and Workforce Partners

KEYNOTE:
Secretary Miguel Cardona, *Invited*
Under Secretary James Kvaal, *Invited*
U.S. Department of Education

REGISTER FOR THIS SUPERCONVENING AT:
BIGRETHINK.EVENTBRITE.COM

Deadline to sign up is November 8.
This invitation is non-transferable.

TO LEARN MORE ABOUT THE BIG RETHINK:
NASHONLINE.ORG/BIG-RETHINK

NASH
National Association
of System Heads

TIAA

NASH

Thank you.

**Rebecca Martin
Devinder Malhotra
Kim Hunter Reed**

SHEEO Higher Education Policy Conference
November 9, 2021

NASH
National Association
of System Heads