1.0 INTRODUCTION
SUNY BY THE NUMBERS

64 campuses
20,000 retirees
88,000 employees
467,000 students
3,000,000 alumni
BIG, HAIRY, AUDACIOUS GOAL

SUNY will be a key engine of revitalization for New York State’s economy and enhance the quality of life of the state’s citizens.
SIX BIG IDEAS

- SUNY and the Entrepreneurial Century
- SUNY and the Seamless Education Pipeline
- SUNY and an Energy-Smart New York
- SUNY and a Healthier New York
- SUNY and the World
- SUNY and the Vibrant Community

SUNY and a Seamless Education Pipeline

(CCC Alliance Partnership Members & SUNY CCC Campus Partners)
2.0 THE CURRENT CONTEXT
AFFORDABILITY
ACCESS
ACCOUNTABILITY

PRODUCTIVITY – NY’S FUTURE WORKFORCE

HIGH NEEDS
LEVELS OF EDUCATION FOR NY RESIDENTS AGES 25-64

- 14.6% - graduate or professional degree
- 5.6% - less than 9th grade
- 7.7% - 9th-12th grade; no diploma
- 25.7% - H.S. graduate or equivalency
- 20.0% - Bachelor’s degrees
- 9.1% - Associate’s degrees
- 17.3% - some college, no degree
- 17.3% - some college, no degree
STUDENTS:
You are probably not Mark Zuckerberg, so stay in school.

– Vivek Wadhwa
<table>
<thead>
<tr>
<th>Skill</th>
<th>Provider perspective</th>
<th>Employer perspective</th>
<th>Size of gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>English proficiency</td>
<td>74</td>
<td>84</td>
<td>-10</td>
</tr>
<tr>
<td>Oral communications</td>
<td>64</td>
<td>74</td>
<td>-10</td>
</tr>
<tr>
<td>Basic math</td>
<td>63</td>
<td>65</td>
<td>-2</td>
</tr>
<tr>
<td>Teamwork</td>
<td>63</td>
<td>65</td>
<td>-5</td>
</tr>
<tr>
<td>Computer literacy</td>
<td>62</td>
<td>78</td>
<td>-15</td>
</tr>
<tr>
<td>Work ethic</td>
<td>58</td>
<td>66</td>
<td>-8</td>
</tr>
<tr>
<td>Problem solving</td>
<td>55</td>
<td>64</td>
<td>-8</td>
</tr>
<tr>
<td>Theoretical training in discipline</td>
<td>55</td>
<td>78</td>
<td>-23</td>
</tr>
<tr>
<td>Written communications</td>
<td>55</td>
<td>65</td>
<td>-10</td>
</tr>
<tr>
<td>Hands on training in discipline</td>
<td>54</td>
<td>79</td>
<td>-25</td>
</tr>
<tr>
<td>Creativity</td>
<td>52</td>
<td>69</td>
<td>-17</td>
</tr>
<tr>
<td>Leadership</td>
<td>46</td>
<td>65</td>
<td>-19</td>
</tr>
</tbody>
</table>

SOURCE: McKinsey Education to Employment Report
HOW YOUNG PEOPLE PREFER TO LEARN IN THE US

Most effective instructional techniques

<table>
<thead>
<tr>
<th>Instructional Technique</th>
<th>College grad or some college</th>
<th>Vocational</th>
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</thead>
<tbody>
<tr>
<td>Online/distance learning</td>
<td>74</td>
<td>76</td>
</tr>
<tr>
<td>Traditional lecture</td>
<td>26</td>
<td>24</td>
</tr>
<tr>
<td>Seminars</td>
<td>38</td>
<td></td>
</tr>
<tr>
<td>Multimedia</td>
<td>46</td>
<td></td>
</tr>
<tr>
<td>Hands-on learning</td>
<td>59</td>
<td></td>
</tr>
<tr>
<td>On-the-job training</td>
<td>61</td>
<td></td>
</tr>
</tbody>
</table>

Use of hands-on learning in Academic and Vocational institutions

SOURCE: McKinsey Education to Employment Report

“Critics are raising the alarm that speeding up college and making it cheaper risks dumbing it down.”

- The Atlantic
We’re in a tricky, troubling spot. At a time when our nation’s ability to tackle complicated policy problems is seriously in doubt, we must pull off a delicate balancing act. We must make college practical but not excessively so, lower its price without lowering its standards and increase the number of diplomas attained without diminishing not only their currency in the job market but also the fitness of the country’s work force.

- Frank Bruni, New York Times

3.0 THE FORMULA FOR TRANSFORMATION
Early College High School

P-TECH
Pathways in Technology
Early College High School

Strategic Enrollment Management: High Needs Programs
Educational Opportunity Centers

EDUCATIONAL OPPORTUNITY PROGRAM

CollegeBoard

PSAT
SUNY Smart Track™

DegreeWorks ... Your GPS to graduation.
6.9 Million New Yorkers With No College Degree
SUNY is already a major player in online-enabled education

85K+ students  400+ degrees
12K+ courses  Top 20 nationally

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1 SUNY data; 2011-2012 academic year
2 IPEDS, SEC, school data, Eduventures estimates. “Online headcount” is defined as students who are enrolled at least 80% online, and excludes students taking one or more online courses as part of an otherwise face-to-face experience.
ADVANTAGES OF OPEN SUNY +

Open SUNY: Our digital DNA
Abbey Albright, SUNY Cortland ’02
2014 State of the State Address

SUCCESS
Applied Learning Experiences

SUNY WORKS
- Co-op Placements
- Internships
- Work Study
- Clinical Placements

SUNY Serves
- Service Learning
- Community Service
- Civic Engagement

SUNY Discovers
- Research
- Entrepreneurship
- Field Study
- Experiences Abroad
4.0 THE PIPELINE
In New York, for every 100 ninth grade students...

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

41 students immediately enter college...

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

and 19 students graduate with either an associate’s degree within three years or a bachelor’s degree within six years.

Source: M. Savage, NYSED, 2013
Student Roadmap to Success

Strive

Academic

Student & Family Support
Strive Together
Every child. Cradle to career.

Framework for Building a Cradle to Career Civic Infrastructure

- Shared Community Vision
- Cross-Sector Engagement & Accountability
- Cradle to Career Vision & Scope
- Strategic Communications

- Evidence Based Decision Making
- Community Level Outcomes
- Data Collection & Sharing
- Capacity to Analyze Data

- Collaborative Action
- Selecting Priority Outcomes
- Collaborative Action Networks
- Continuous Improvement Process

- Investment & Sustainability
- Mobilizing Resources for Impact
- Anchor Entity & Staffing
- Policy & Advocacy Alignment
FOCUS ON OUTCOMES

- Kindergarten Readiness in Literacy
- 4th Grade Reading
- 8th Grade Math
- High School Graduation
- College Readiness
- College Entrance
- College Retention
- Degree/Certification Completion

**Cincinnati Public**

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Current pct. or avg.</th>
<th>Change since baseline year</th>
</tr>
</thead>
<tbody>
<tr>
<td>4th grade Reading</td>
<td>71%</td>
<td>+16 2004</td>
</tr>
<tr>
<td>8th grade Math</td>
<td>61%</td>
<td>+24 2004</td>
</tr>
<tr>
<td>Graduation</td>
<td>82%</td>
<td>+10 2003</td>
</tr>
</tbody>
</table>

**PROVEN LOCAL SUCCESS:**

- 2009: 68%
- 2010: 74%
- 2011: 81%
- 2012: 89%

Report Card Year
5.0 COLLECTIVE IMPACT
Five Conditions of Collective Success:
• Common Agenda
• Shared Measurement Systems
• Mutually Reinforcing Activities
• Continuous Communication
• Backbone Support Organizations

Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations.
WHAT MAKES COLLECTIVE IMPACT UNIQUE?

INDIVIDUAL ACTION TO COLLABORATIVE ACTION

Collaborative Action
A group working towards the same outcome
Using disaggregated student level data
Continuously improving practices over time

Coordinated Action
A group of practitioners working on a specific issue
Sharing program information/design
Aligning efforts around a specific issue or population

Individual Action
Individual practitioners working on specific issues
Collecting qualitative and quantitative data for their individual programs
Demonstrating impact with individual students
**COLLABORATION**
- Convene around programs/initiatives
- Use data to prove
- Addition to what you do
- Advocate for ideas

**COLLECTIVE IMPACT**
- Work together to move outcomes
- Use data to improve
- Is what you do
- Advocate for what works

**USING DATA TO IMPROVE, NOT PROVE**

- ![Hammer symbol with a red circle and slash (prohibition symbol)]
- ![Flashlight symbol with a red circle]
"Educating more people, and educating them better, is simply the best bet any society can make."

– David Leonhart
Educating More People, and Educating Them Better…

Nancy L. Zimpher, Chancellor,
The State University of New York

University of Illinois at Chicago Leadership Retreat
August 19, 2014