START SMALL, THINK BIG, AIM HIGH

October 2022

@DakotaPawlicki @Talent_Hubs

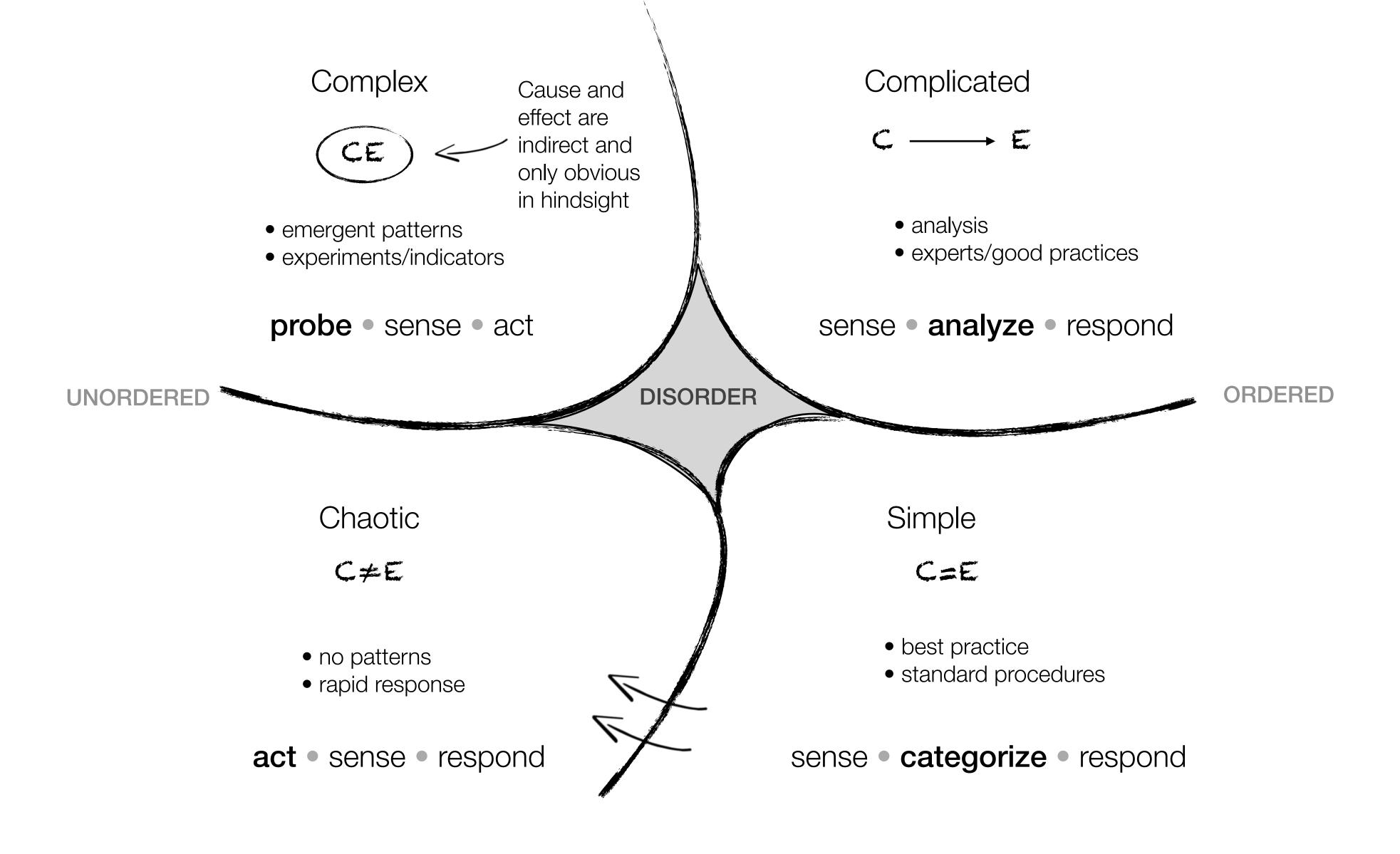


NCII Rural Guided Pathways



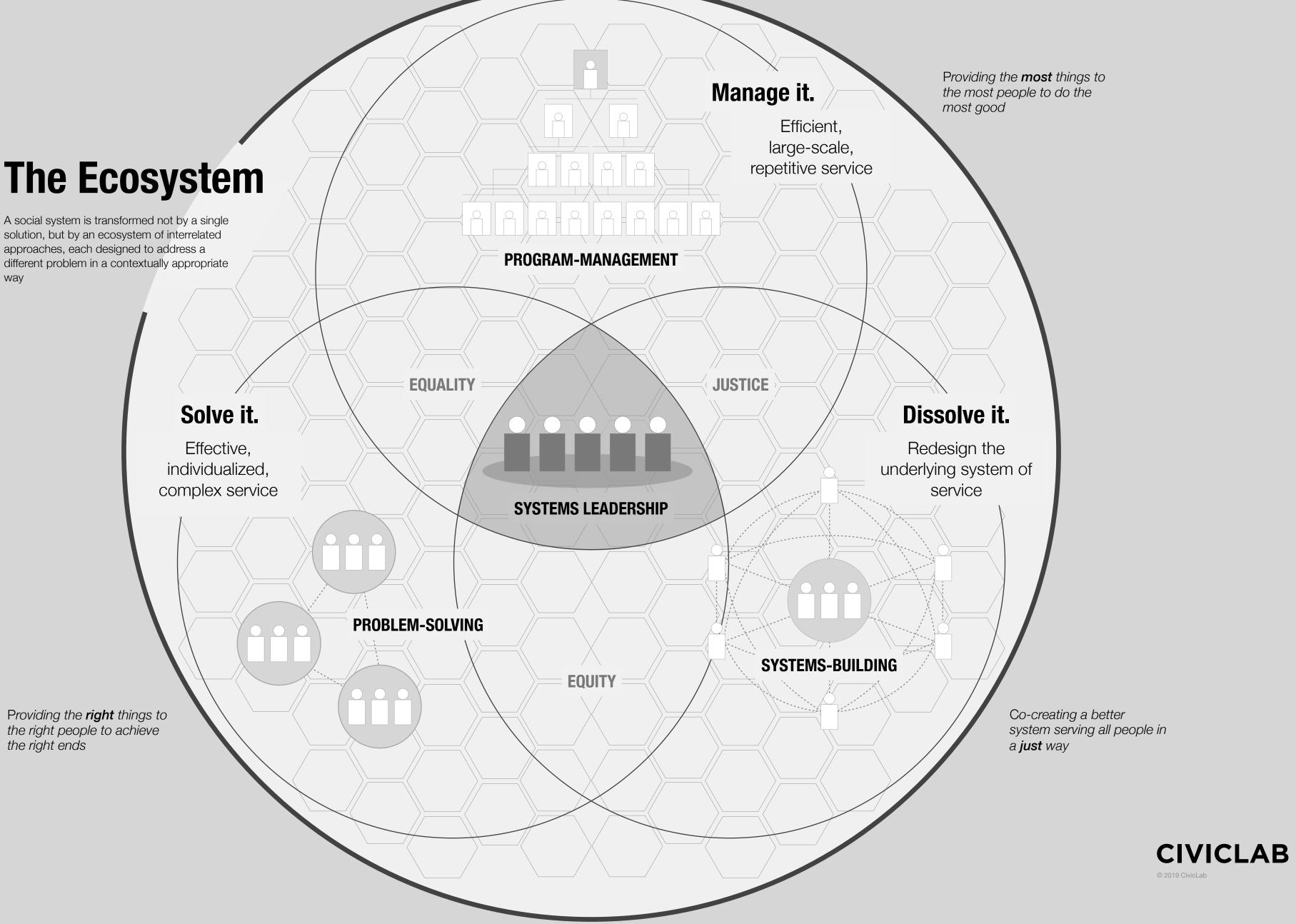
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The Cynefin Framework



The Ecosystem

A social system is transformed not by a single solution, but by an ecosystem of interrelated approaches, each designed to address a different problem in a contextually appropriate way



"The American systems, private and public, were designed for a world which no longer exists...Yet it is our normal preference to rehabilitate the damaged products of our systems, rather than to **reform the systems** themselves."

—J. IRWIN MILLER, 1970



Ite PRINCIPLE It's a systems thing, not a single thing.



"We provide career counseling to students"

"We provide tutoring to students"

"We provide educational instruction to students"

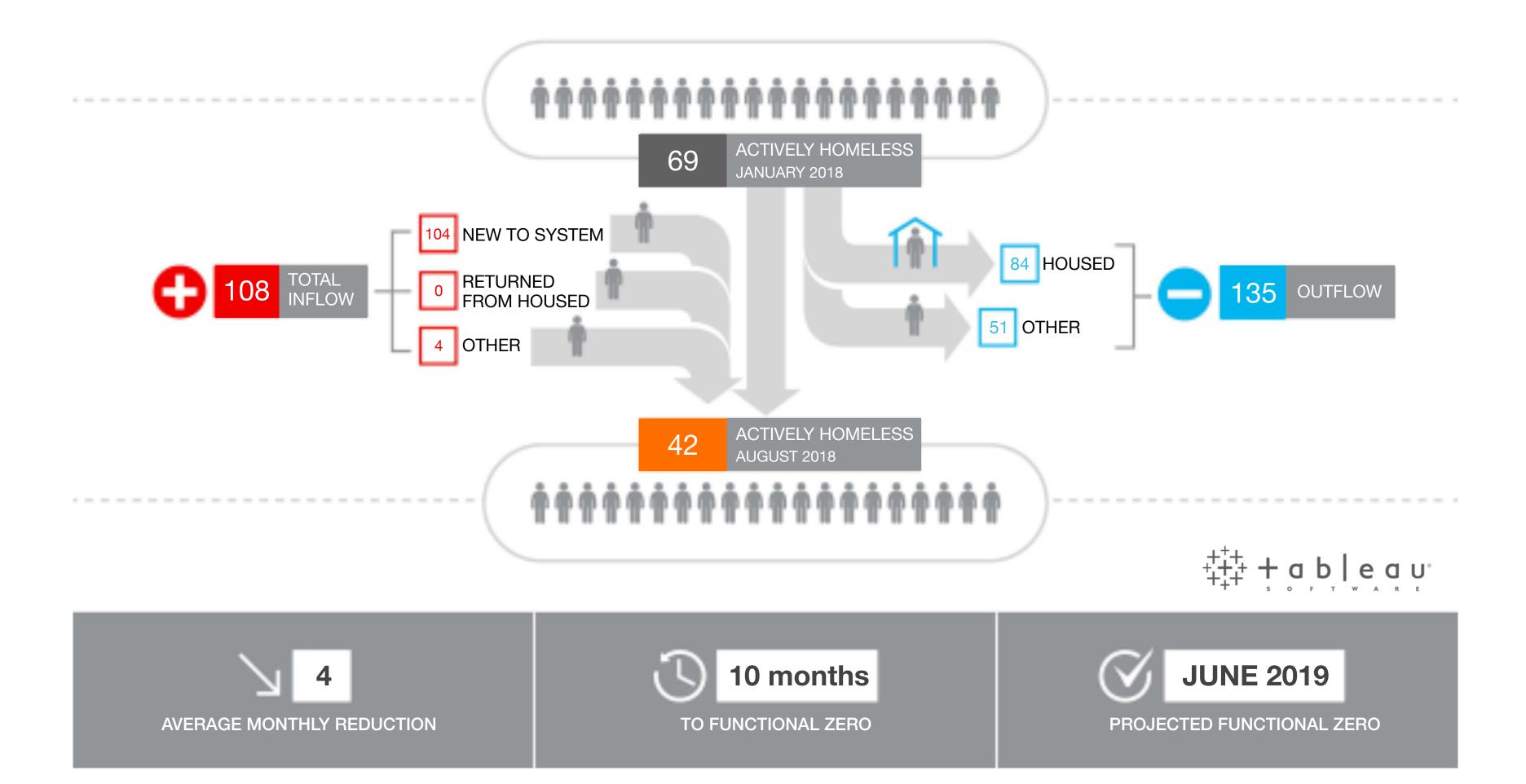
"We coordinate social services"

Educational Attainment System

Using an equity lens to ensure that the right people get the right supports at the right time creating equal outcomes for all learners in Columbus, Indiana

"We provide financial support services"





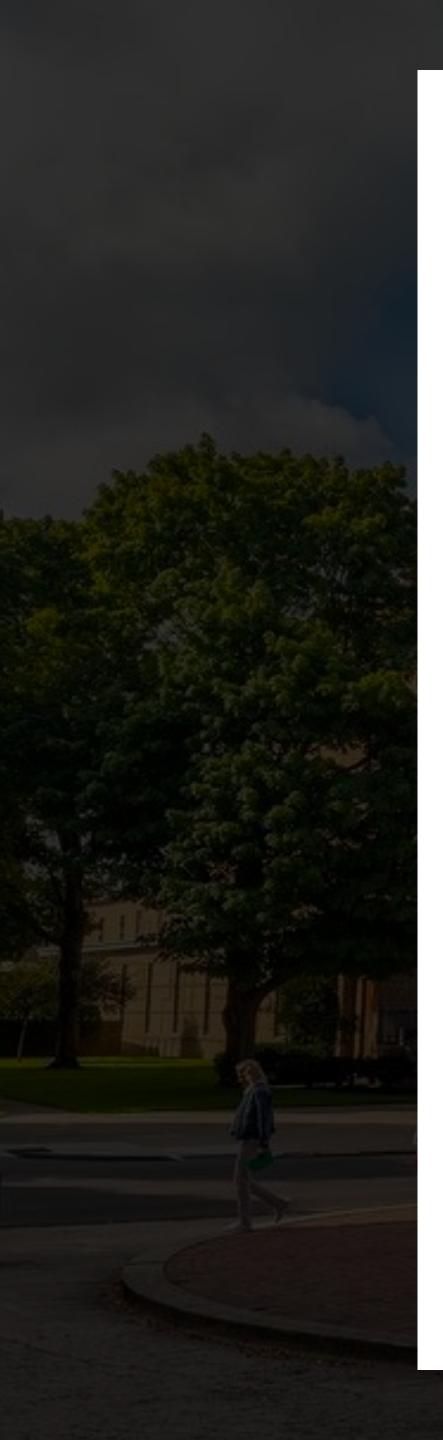
Transforming a system is fundamentally about transforming relationships.

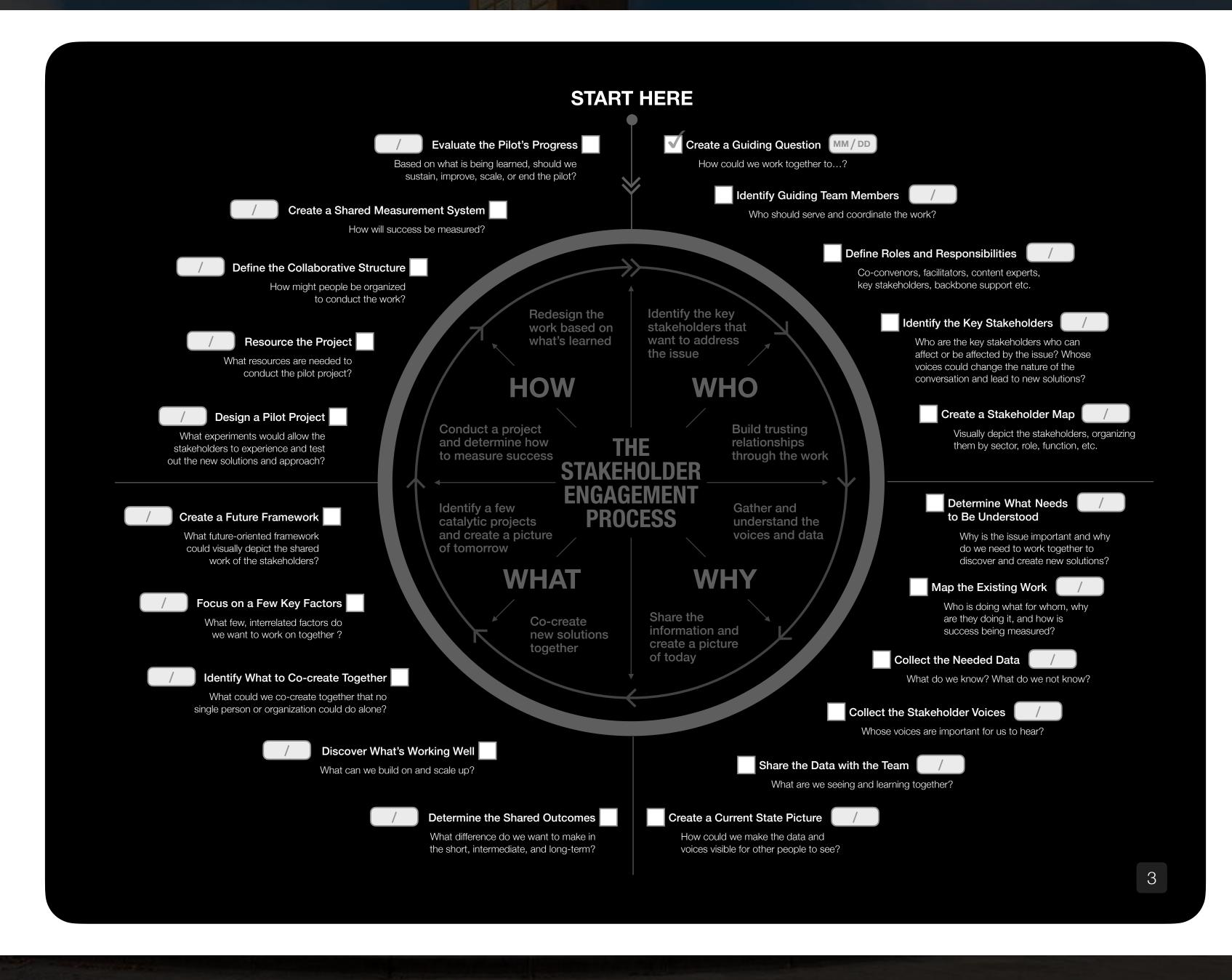
THE PRINCIPLE



"If you can't describe what you are doing as a process, you may not know what you're doing."



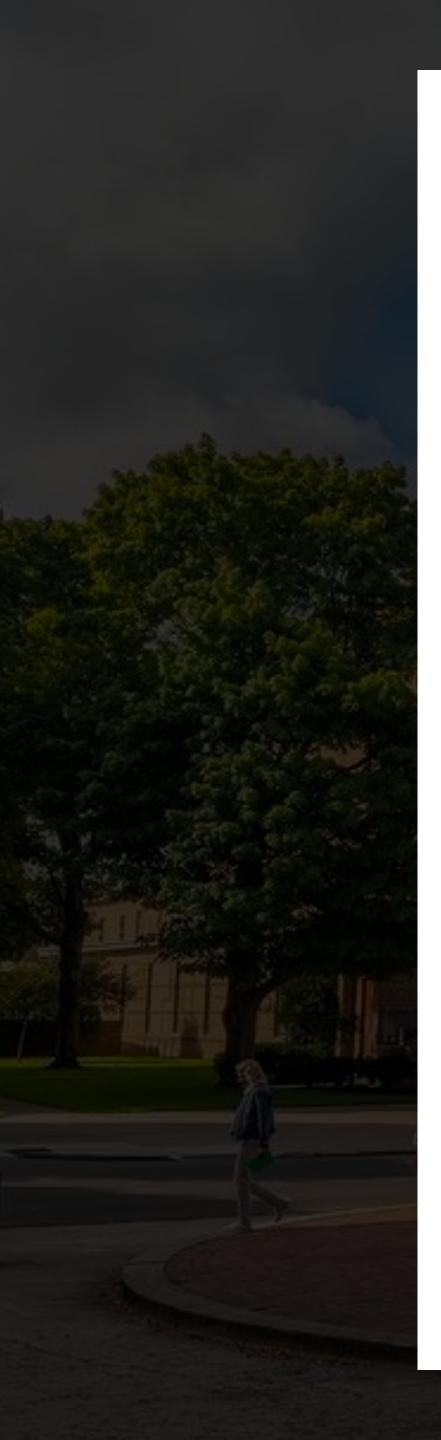






THE PRINCIPLE The process is the product.





Open-Ended Question	Agreement to Collaborate	Action Verb	

THE GUIDING QUESTION

How could we	work together to	ensure that	the right food, gets to the right place at the right time,	for the right people in need	within Wayne County, Indiana?
Open-Ended	Agreement to	Action	Challenge	For	Located
Question	Collaborate	Verb	Subject	Whom?	Where?

A GUIDING QUESTION EXAMPLE

OTHER EXAMPLES

- What will it look like to create the kind of transformation at the Kostoyrz Elementary school that it draws the curiosity of the community and becomes a catalyst for transformation in Corpus Christi?
- How can we provide holistic asset-based services so youth thrive in a unified and collaborative system in Bartholomew County?
- Why, despite our very best efforts, are we still experiencing chronic homelessness in Calhouhn County?
- How can the community create a culture of continuous improvement and support that raises the rate of high school success?
- How do we build on current structures and relationships to stabilize and enhance Medicare? How can Medicare contribute even more to the Canadian identity?
- How can we achieve our prevention goals while treating all of those currently infected?

GUIDING QUESTION

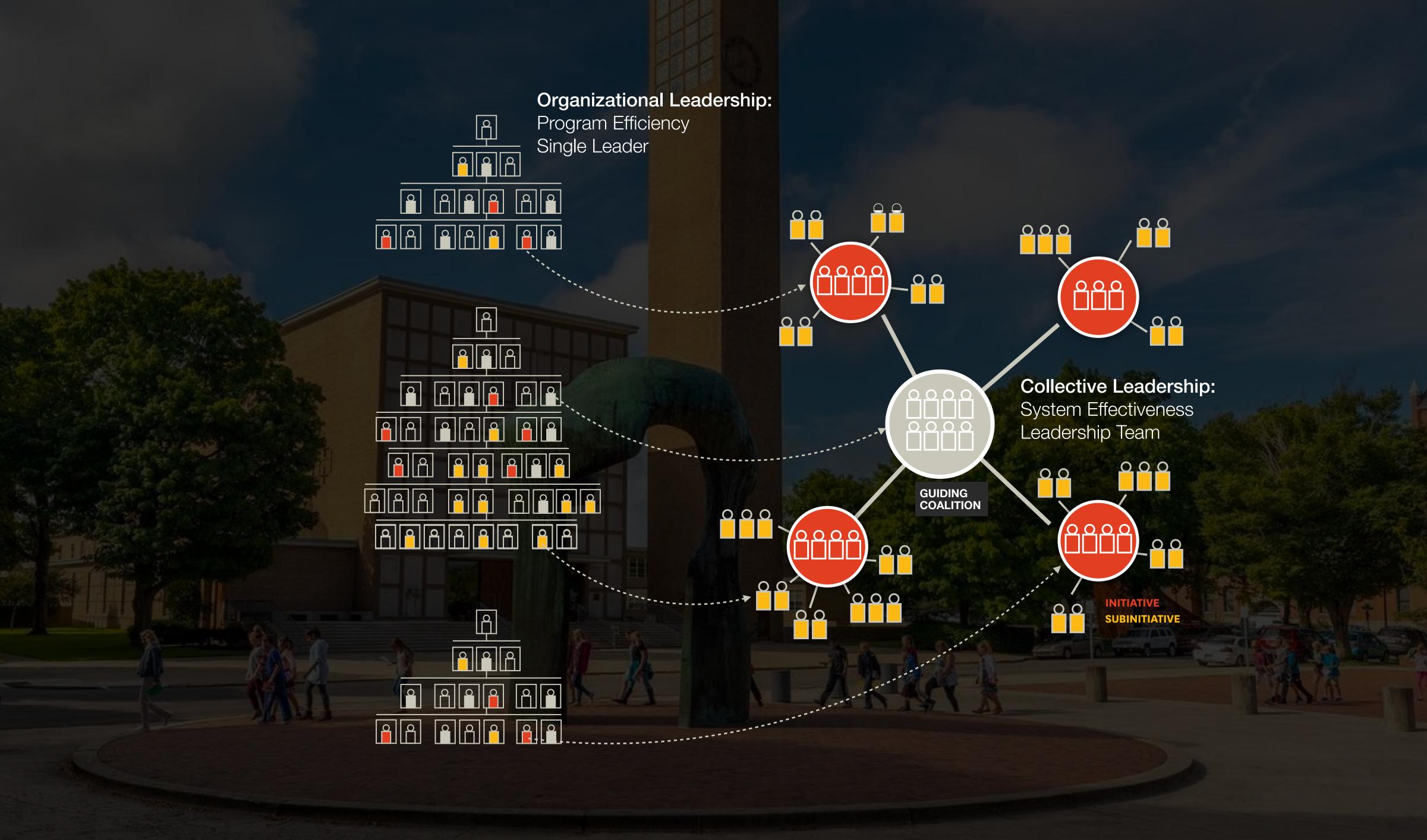
Identify



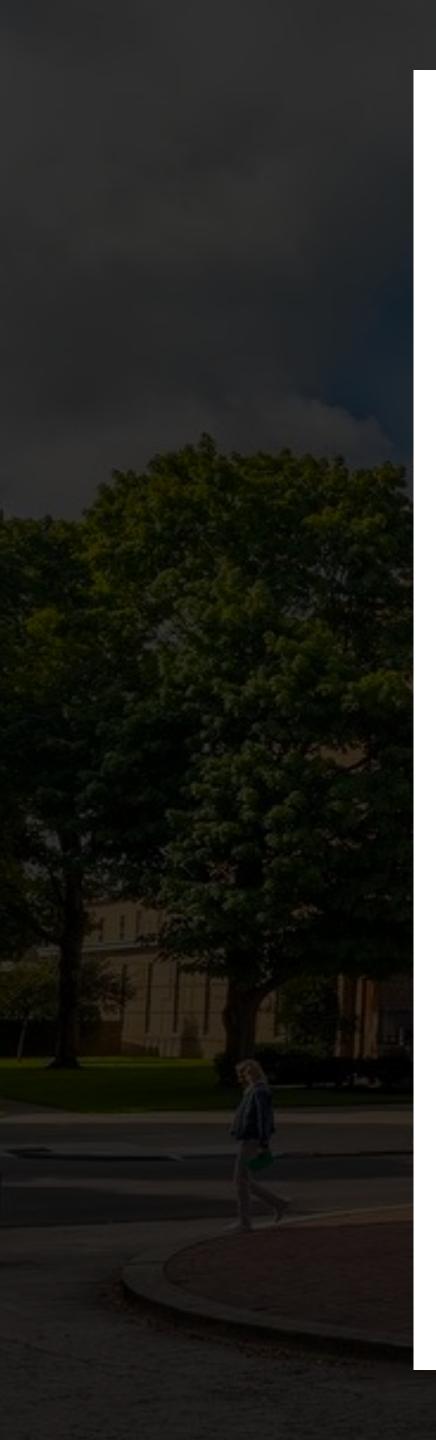


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GUIDING EAM

Identify



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Organizational Leadership

Orchestrates actions within an organization

Power is what holds things together

lead by an individual leader

Determines the **role or function** of an organization from the aim of the system

Uses top-down coordination (hierarchies)

Addresses **complicated** organizational problems (agreed-on goals)

Oversees the efficient allocation of organizational resources

Examines how people process things independently (human capital)

Seeks a **competitive** advantage

Plans hold everything together (ends)

"Sells" finished plans to stakeholders

Closes the gap between the present and a projected idealized future state

Fundamentally an **analytical** process

Uses self-organized collaboration (networks)

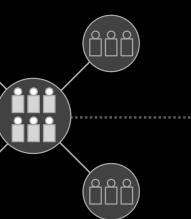
Addresses **complex** community problems (limited consensus on goals)

Examines how people behave interdependently (social capital)

Process holds everything together (means)

Creates solutions along with stakeholders

Fundamentally a **social** process



Collective Leadership

Cultivates actions across organizations

Purpose is what holds things together served by a guiding team of leaders

Determines the **aim of the system** to improve relationships among the parts

Oversees the effective tending of stakeholder relationships

Seeks a system of **cooperation**

Managing the evolutionary potential of the present (limited knowledge cause & effect)

GUIDING TEAM ROLES

A guiding team is a small leadership group that works to shape the relationships among the people, programs, and organizations to achieve the essential goal of the whole system. The team acts as the glue for collaboration, serving and supporting the collective work. Rather than working vertically within organizations, a guiding team works horizontally across programs, organizations, and even the public, private, and social sectors of society.

Roles and Responsibilities:

Co-Convening Leaders nurture relationships A few strong, facilitative leaders in the stakeholder group convene, catalyze, and sustain these collaborative efforts.

Key Stakeholders conduct the work

Stakeholders are the people and organizations that can affect or be affected by any decisions or co-created solutions. As their relationships evolve, the system is transformed.

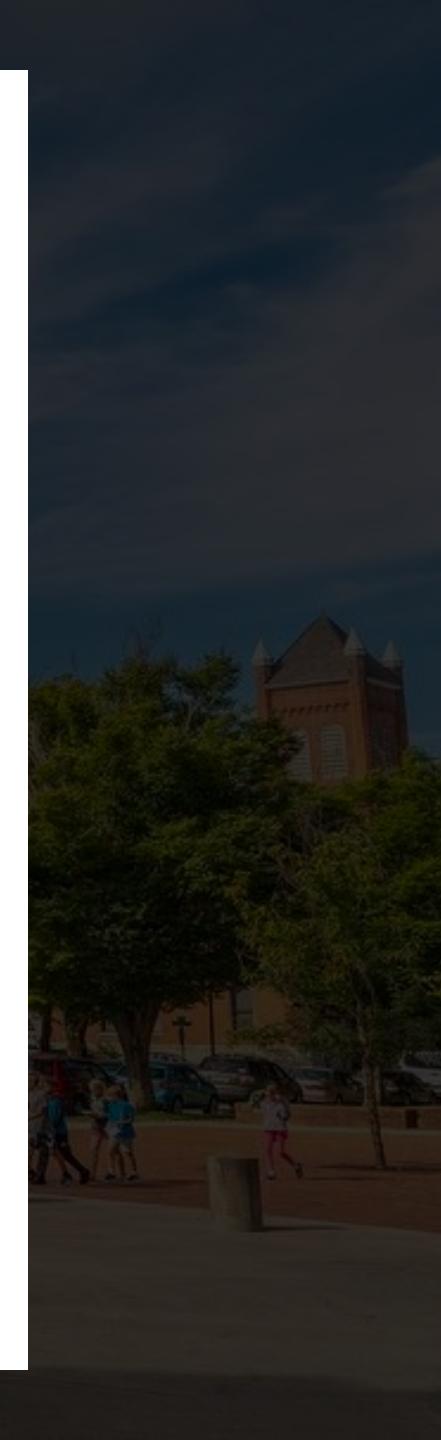


Content Experts inform the work Experts provide stakeholders with the information necessary for making good decisions.



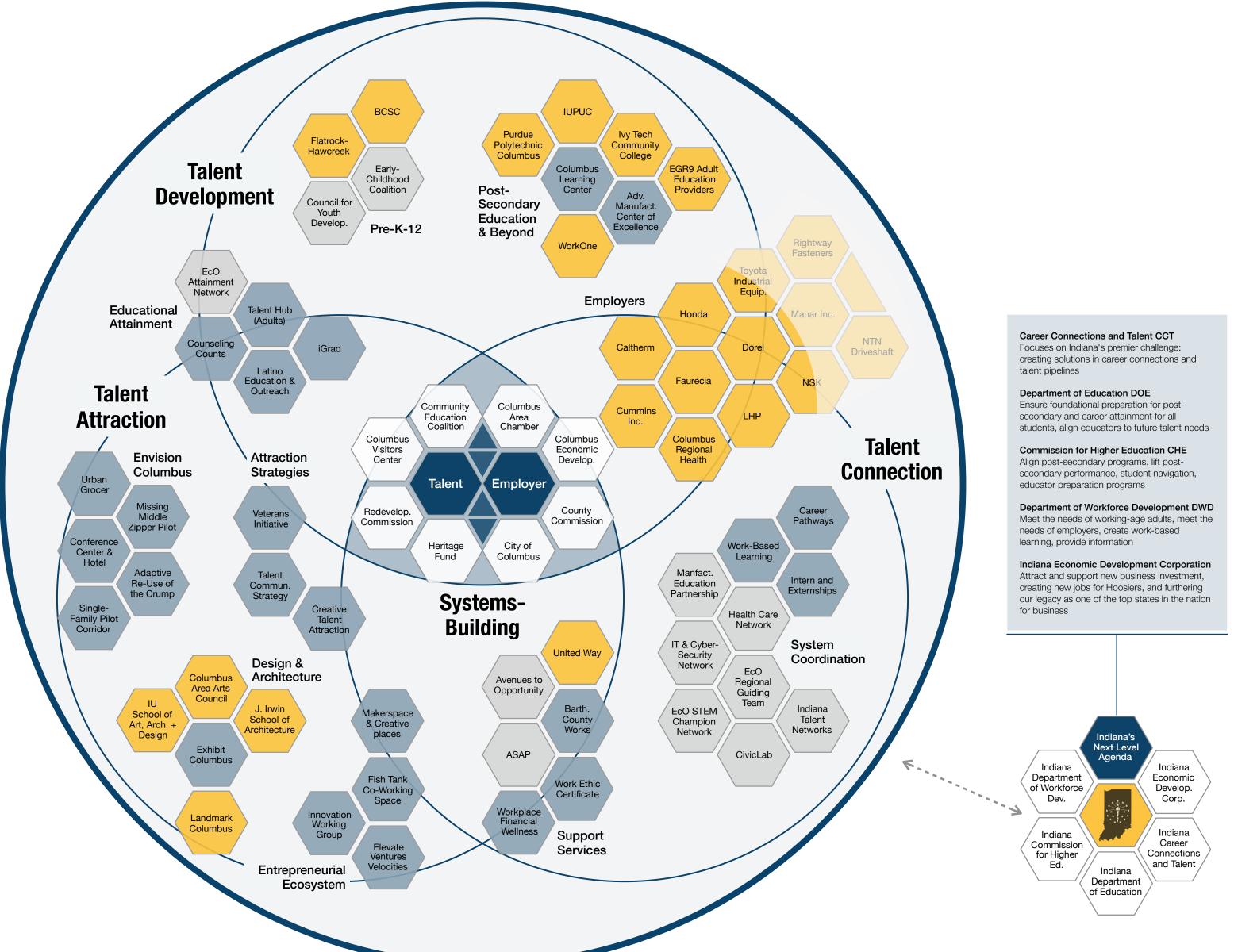
Process Facilitators guide the work Facilitators serve as a process guide, a tool giver, neutral third-party, and process educator.

Backbone Support Staff serve and support the work Backbone support services provide strategic and operational support to the collaborative effort.







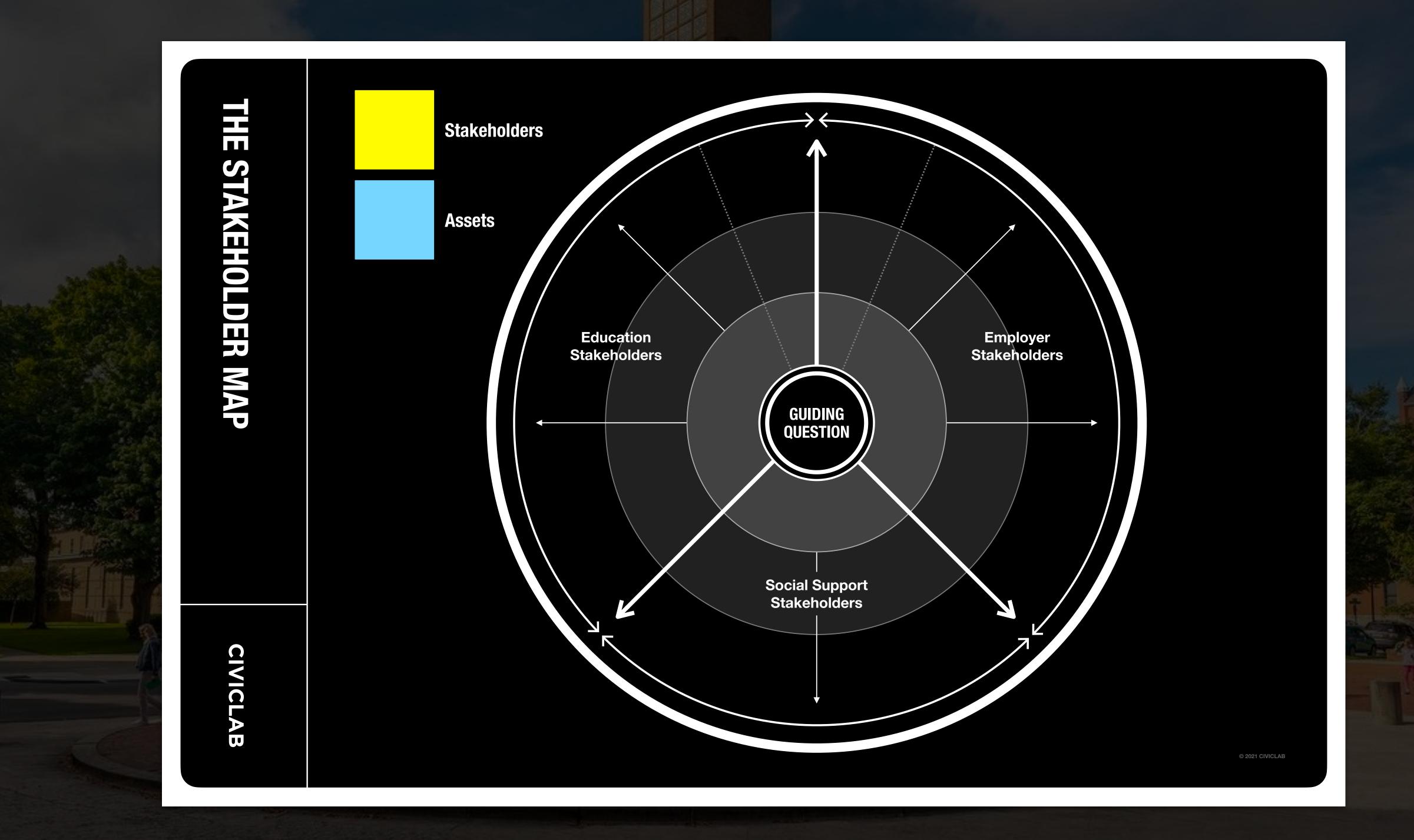


21ST CENTURY **Talent Regions**



Systems Governance and Leadership Systems-Building and Coordination Initiatives and Projects Stakeholder Organizations

Version: 12/18/2018





REMEMBER: FOCUS ON THE CURRENT WORK ADDRESSING THE GUIDING QUESTION. TO MAP THE EXISTING LANDSCAPE OF WORK UNDERWAY, ASK EACH STAKEHOLDER...

	How is success being measured?	Why are they doing it?	and who are they doing it with?	for whom	Is doing what	Who
	Determine what is currently being measured and what data exists?	Look for strategic alignment, mutual interest, and shared outcomes	Identify what collaboration is currently happening	Identify the customers being served	Identify the current work that can be built upon	Identify the stakeholders who should be at the table
	H	DS				Sar le ter w
	you measuring success?"	purpose of the programs and the work?"	"Who else are you working with?"	"W b) is being served by each program and the work?"	organization doing to address the challenge?"	name and your role in the community?"
Identify					8	Example Response
	How is success being measured?	Why are they doing it?	and who are they doing it with?	for whom	Is doing what	Who
				At-Risk High		
CIVICL © 2020 CivicLab	Attendance Rate: 82%					

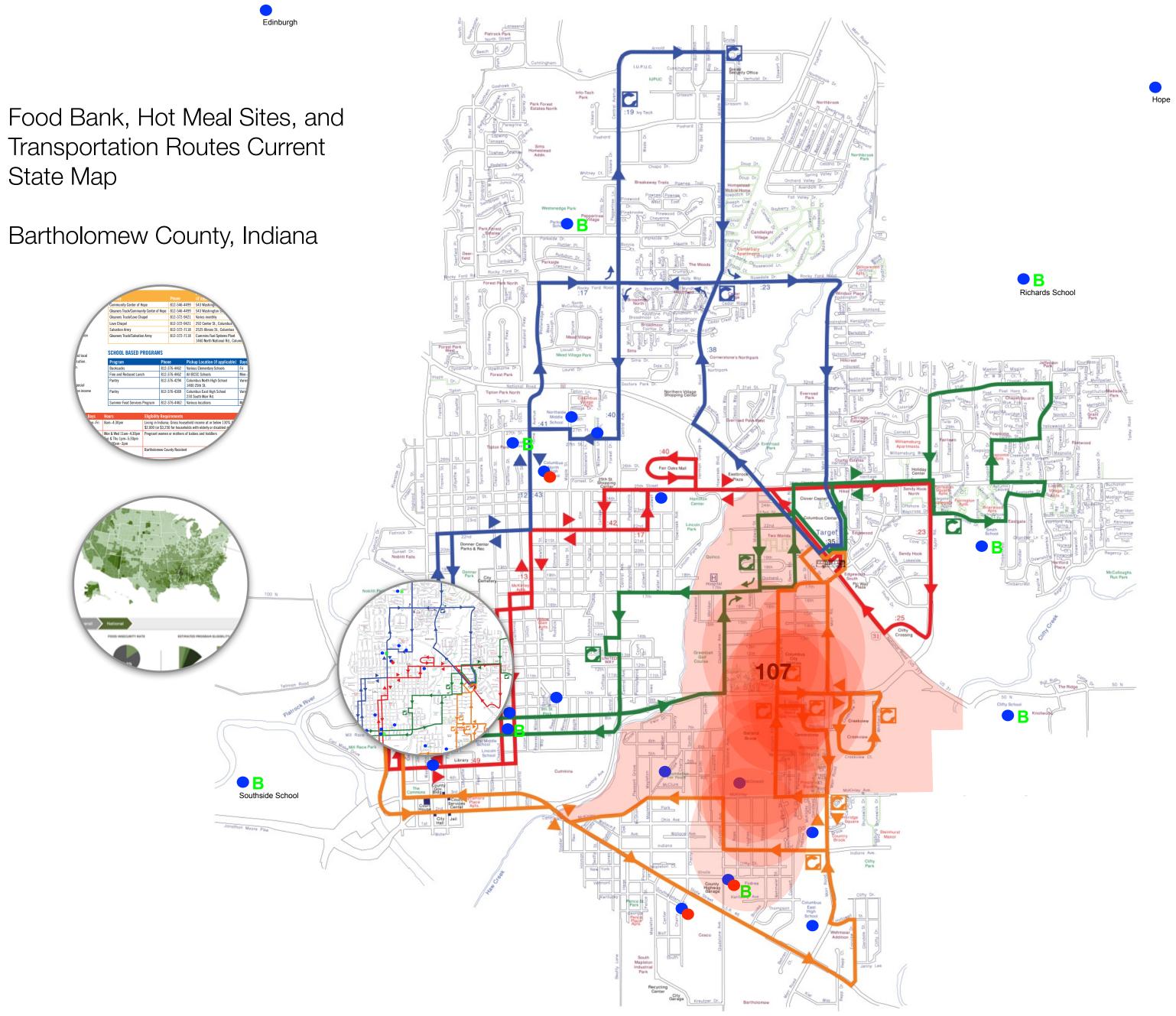
AB

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LAND

SCAPE

Food Bank, Hot Meal Sites, and Transportation Routes Current State Map





21ST CENTURY TALENT REGIONS TALENT DASHBOARD

FENT REGIO	CURRENT STATE DATA	COLLABORATIVE PARTNERSHIPS AND STF	ATEGIES	SHARED MEASURES	HIGH-DEMAND CAREERS AND CERTIFICATIONS	
TALENT ATTRACTION Leveraging the power of place to grow the population of the community and region 6.8% 2010-2017 Population Growth	CURRENT STATE DATADaily Net Commuting Pattern (2016)8,131Net Migration (2017)-241Nopulation (2017)82,040Population Growth Projection (2010-2040)18%Housing Costs % of Median Income19.4%Life Expectancy80.3 yrsObesity Rate33.9%	Envision Columbus: Urban Grocer, Conference Ce Other Key Placemaking Strategies: Landmark Col Veterans Attraction Initiative Creative Talent Attraction Welcoming Community Survey and Talent Attraction Entrepreneurial Attraction: Velocities and Elevate V	nter and Hotel, Crump Adaptive Re-Use, Housing Pilots umbus, Riverfront Project, Trails Project on Communication Strategy //entures, Fish Tank Co-Working Space	SHARED MEASURES Baseline Measure 2018 2025 Goal Population - 82,040 90,000 Attracted Veterans - Creative Talent -		Version: 6/11/2019
ALENT DEVELOPMENT Building a home- grown learning system to cultivate talent and increase educational attainment 2025 Goal 42% → 60% 2016 Educational Attainment Rate	Youth Poverty Rate15%Youth Uninsured Rate8%Free/Reduced Lunch43%ISTEP Pass Rate76%High School Graduation Rate89%Post-Secondary Attainment Rate42.2%	EARLY LEARNING K-12 Population 5,349 Enrollments 12,526 Completion Goal per Year 600 Council for Youth Development Early Learning Coalition, On My Way Pre-K EcO Attainment iGrad High School Coal Latino Education and Ot BCSC Legado Academy	ching Initiative iGrad Participants 600	On My Way Pre-K - 89 100 H.S. Grad. Rate 87% 89% 95% H.S. Grad. Rate 87% 89% 95% H.S. Graduation -17.6% -2.8% -2.8% EGR 9 2015 2017 2020 Progree Gree Attainment Rate 30.7% 32.6% 35.2% -		2026 Wanufacturing Architecture and Design Health Care
<section-header><text><text><text></text></text></text></section-header>	Labor Force62,838Unemployment Rate2.5%Youth Unemployment-Workforce Participation Rate(1.273)Avg. Weekly Wages\$1,273Median Income\$54,165Job Growth (2010-2017)23.5%Average Wage Growth (2010-2017)18.6%	EcO Industry Healthcare Network Sector Networks Healthcare Patcomunity College, IU Information Technology Information Technology Targeted IT & Computi Cyber Security, & IT Pate Existing Strategies Other Programs and Pathways	g Pathways: C4 Career Technical Ed Center, Ivy Tech rdue Polytechnic, IUPUC; Connection & Engagement Strategie athways: C4 Career Technical Ed Center, Ivy Tech PUC; Connection & Engagement Strategies v Network ng Pathways: Ivy Tech Community College hways; Connection & Engagement Strategies Teacher Workforce Development Pilot, IUPUC Division of Education	Pathway Enrollments 817 856 983 Pathway Enrollments 38 86 99 Pathway Enrollments	SS Industrial & Mechanical Engineers 190 Supervisors of Production Workers 241 Machinists & Industrial 293 Machinery Mechanics 293 Registered Nurses 169 Nursing Assistants (CNA) & 249 Medical Assistants (MA) 249 Computer Systems Analysts 28 Computer User Support Specialist 24 Network and Computer 19 Systems Administrators 216 Architects, Surveyors, 42	19% \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc 11% \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc 6% \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc 6% \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc 21% \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc 16% \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc 10% \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc 10% \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc 11% \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc 9% \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc
		New Investment	Indiana University School of Art, Architecture + Design	Pathway Enrollments 2475	Cartographers / Art & Design Workers 42	4%

21st Century Talent Regions are places that commit to using a systems approach to attract, develop, and connect Hoosier talent City County Economic Growth Region #

THE PRINCIPLE If it remains invisible, it remains unsolvable.





THE TACTIC Start Small Think Big Aim High

Processes are more easily scalable than policies and practices.

THE PRINCIPLE

THE COLUMBUS, INDIANA TALENT ECOSYSTEM

EDUCATION AND INCOME TRENDS: 2010-2019	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Educational Attainment SOURCE American Community Survey 5-Year Estimates for the percentage of people ages 25-64 with at least an	Post-Secondary Att 38.2	tainment 39.0	38.5	38.6	40.4	42.1	42.2	43.4	45.0	45.6 +19% Growth Rate 38.0 Indiana	% Bachelor's Degree or higher (2019): 36.4% Columbus 28.1% Indiana 33.5% U.S.	The Goal: Increasing the proportion of residents with degrees certificates and other high-quality credentials to 60 percent by 2025
	gh School Graduation Rate	80.9%	85.2%	85.6%	89.6%	91.6%	90.7%	89.2%	90.1%	86.4%	86.9%	AP/Dual Credit Earne 85.9% Columbus
La	tino Graduation Equity Gap*	-1.4%	-2.9%	-7.6%	-17.6%	-7.7%	-1.3%	-2.8%	-3.5%	-6.1%	-9.2%	57.9% Indiana
Latino Coll	lege Enrollment Equity Gap*	-26.0%	-13.0%	-8.0%	-24.0%	-13.0%	2.0%	-9.0%	-7.0%	-5.0%		
Income and Earnings		*Compared to all students				\$973	\$969	\$996	\$1,076	\$1,101	\$1,122 \$1,076 Indian	a
Average Weekly Wages		\$875	\$917	\$913	\$938	\$973	\$909					
SOURCE Bureau of Labor Statistics					454.400	ĈEE DED	\$55,874	\$57,331	\$59,045	\$63,431 \$56,303 India	ma	
Median Household Income SOURCE US Census Bureau		\$53,692	\$54,481	\$54,165	\$54,488	\$55,050						

ACTIVITY TIMELINE	2008-2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Program and Infrastructure Development	Project Based Learning in Southeast IN											
Development	Advanced Manufacturing										2.1	TuFuturo Rebranding
	Center of Excellence										Gateway Community of Practice	Columbus Learning Center Student
	Math Matters Initiative Latino Outreach Program								Europeien of Meddanes	Spanish MSSC CPT	Scholarships for Latino	Connection Center Design Phase
	Thirteen High Fidelity SIM	Latino Mentoring							Expansion of Workforce Training Classes	Training	Adults	Cummins Inc. Foundatio
	Labs Established in Region	Program Launched					Region 9 Adult Ed Works!		Expansion of ELL	Vecinas de Enlace Community Outreach	Expansion of IT Pathways	AirPark Columbus Colleg Campus Landscape
	Seventeen Technology Labs Established in Region	BSME Degree Offered in Columbus (IUPUC)			Student Housing on Columbus Campus		Cub Manufacturing; Madison, Seymour & Batesville		Bilingual Student Success Coach	EWIN Cummins Inc. Grant Grant	Adult Learner Workforce Training Scholarships	Design Grant
	Dream It. Do It. High School Champions		iGrad Coaching		Advanced Automation and		Accelerated BSN	Lumina	J.I. Miller	O Strada ICHE Grant Educatio		Lumina Foundation Gran
	Project Lead The Way Projec			Diesel Tech Program Enhancement (SCC)	Technology (C4) Selected as CTE Grant Lumina CP/		Launches (IUPUC)	Foundation Grant ICHE Grant	Architecture Program ICHE Grant	Indiana Adult Network		O ICHE Grant AT&T G
	Engineering Curriculum E	xpansion Lab (Purdue Po	(ytechnic)	0		Calle	iGrad/JAG Expands	0 0	0 0	Promise Grant	0 0	0 0
Systems-Building and Regional Leadership	Indiana H	i velops Southeast	CivicLab Launches	Manufacturing Workforce Needs Assessment STEM After School Coalition	EcO & Works Council Outreach Grant O EcO Network Launches (Educational Attainment & Industry Sectors)	SkillUp Grant	IUPUC Healthcare Pipeline Coordinator Latino College & Career Coaches Manufacturing Students	Lumina Talent Hub Designation O Indiana Talent Network	Counseling Counts O	Lumina All Learning Counts O AirPark Columbus College Campus Initiatives	Covid Response Task Force; Early Learning, AirPark Campus, Community	CivicLab Talent Hub Network
	Establish EcO16 County Coordinators & Regional Support Team Roles						Internships Manufacturing Teacher Externships			Indiana 21st Century Talent Region Designation		
ESOURCE INVESTMENTS												
Grants	\$400K \$200K \$38M \$500K	C	\$5M		\$65K \$220K \$200K	\$1.8M		\$350K \$5K	\$10K	\$10K \$9K \$49K \$300K \$997K	\$250K \$30K	\$450K \$5K \$2M \$10K
		\$800K	\$400K \$13M \$750K	\$250K	\$100K	\$720K		\$1.7M	\$2M \$1.1M	\$3.6M		



THE COLUMBUS, INDIANA TALENT ECOSYSTEM

EDUCATION AND INCOME TRENDS: 2010-2019	2010	2011
Educational Attainment	Post-Secondary Att	tainment
SOURCE American Community Survey 5-Year Estimates for the percentage of people ages 25-64 with at least an associate degree	38.2	39.0
Bartholomew County	y High School Graduation Rate	80.9%
	Latino Graduation Equity Gap*	-1.4%
Latino	College Enrollment Equity Gap*	-26.0%
		*Compared to all stude
Income and Earnings		
Average Weekly Wages SOURCE Bureau of Labor Statistics		\$875
Median Household Income SOURCE US Census Bureau		\$53,692

ACTIVITY TIMELINE	2008-2010	2011	
	2000-2010	2011	

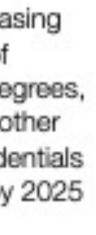
	2012	2013	2014	2
	38.5	38.6	40.4	
	85.2%	85.6%	89.6%	
	-2.9%	-7.6%	-17.6%	
	-13.0%	-8.0%	-24.0%	
dents	\$917	\$913	\$938	
	\$54,481	\$54,165	\$54,488	

2012	2013	2014	20



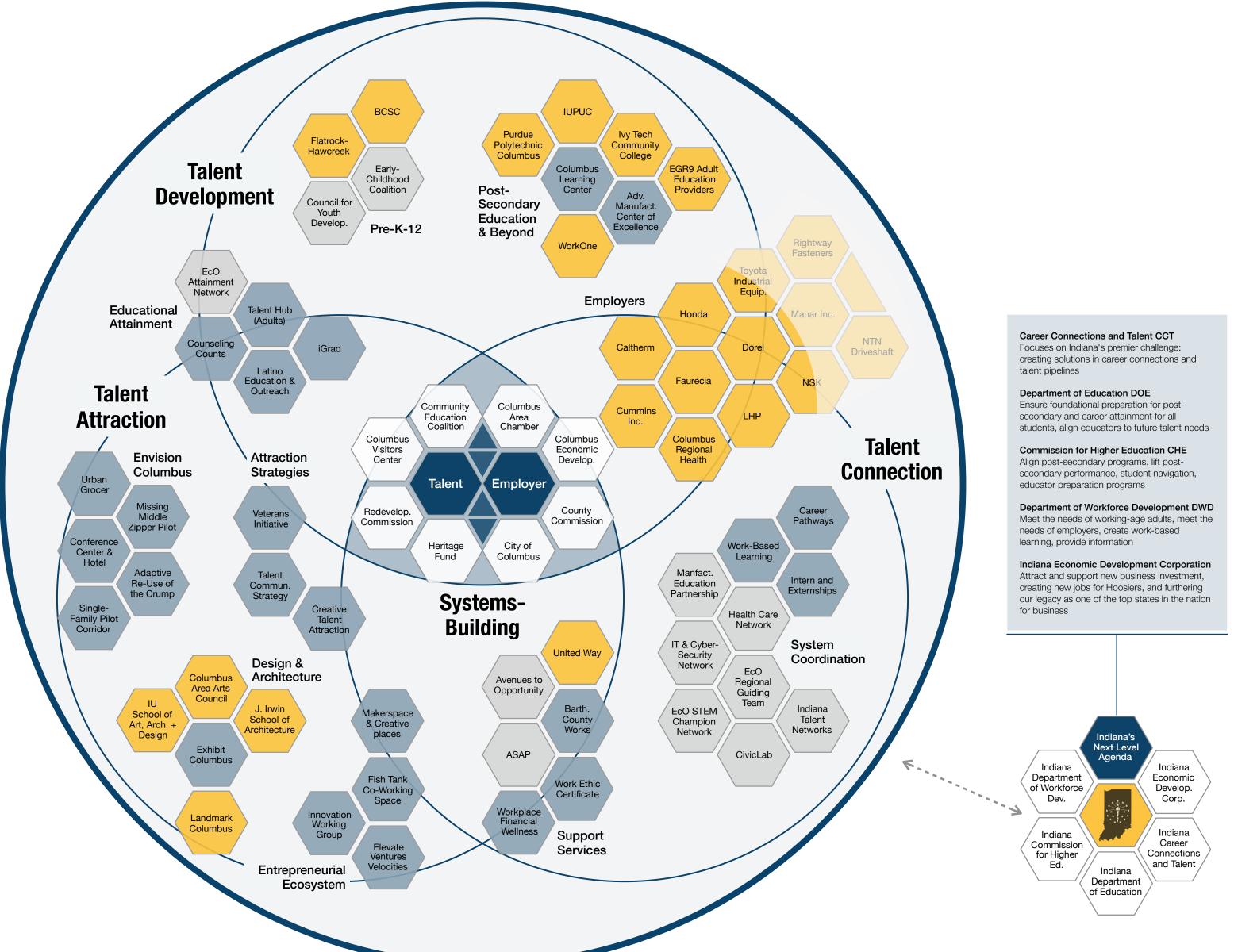
15	2016	2017	2018	2019	2020	2021
42.1	42.2	43.4	45.0	45.6 +19% Growth Rate 38.0 Indiana	% Bachelor's Degree or higher (2019): 36.4% Columbus 28.1% Indiana 33.5% U.S.	The Goal: Increasing the proportion of residents with degree certificates and othe high-quality credent to 60 percent by 2
91.6%	90.7%	89.2%	90.1%	86.4%	86.9%	AP/Dual Credit Ea
-7.7%	-1.3%	-2.8%	-3.5%	-6.1%	-9.2%	85.9% Columbus 57.9% Indiana
-13.0%	2.0%	-9.0%	-7.0%	-5.0%		07.970 IIIulaila
\$973	\$969	\$996	\$1,076	\$1,101	\$1,122 \$1,076 Indiana	
9973			\$59,045	\$63,431		
\$55,050	\$55,874	\$57,331		\$56,303 India	na	

2015	2016	2017	2018	2019	2020	2021
2010	2010	2011	2010	2010	2020	



Earned:





21ST CENTURY **Talent Regions**

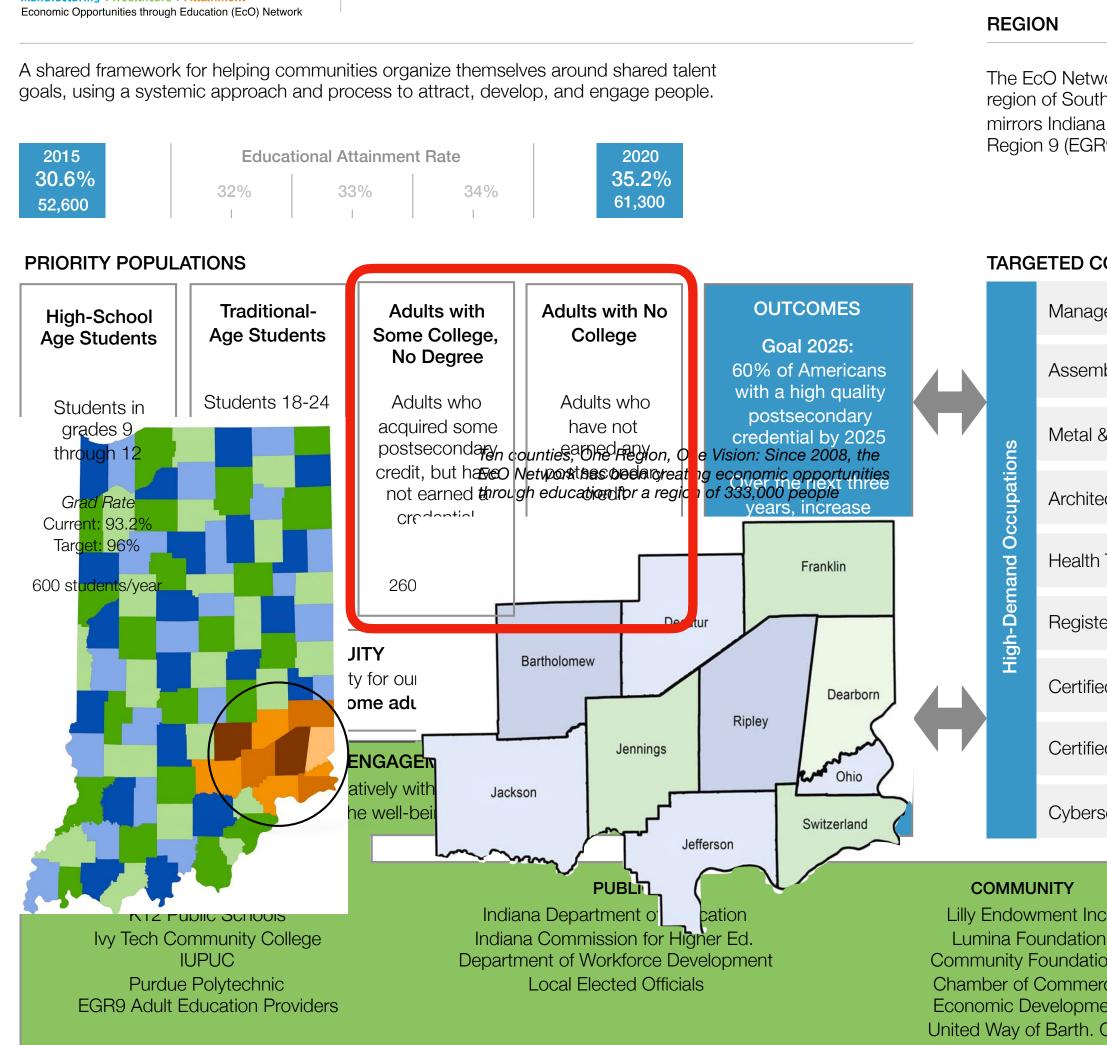


Systems Governance and Leadership Systems-Building and Coordination Initiatives and Projects Stakeholder Organizations

Version: 12/18/2018



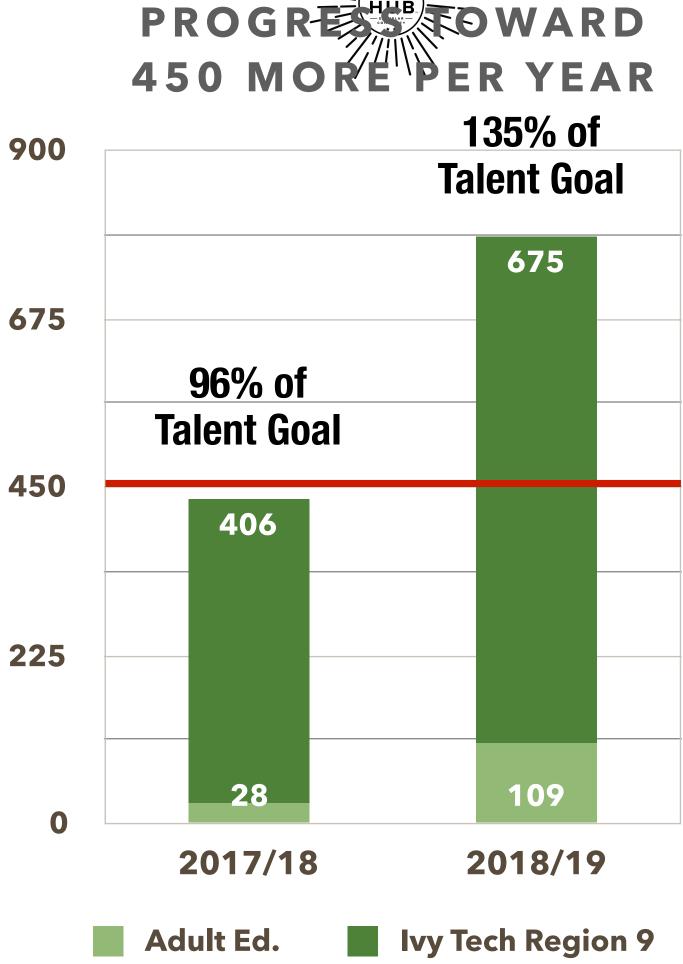
TALENT DEVELOPMENT SYSTEM





vork—A ten-county theast Indiana that a Economic Growth R9)		Manufacturing	Health Care	Information Technology	Architecture & Design
COMPETENCIES	Additional By 2024	Man	Heal	Infor	Arch
gement	3,030	0	0	0	0
nblers / Fabricators	3,720	0			
& Plastic Operators	2,640	0			
ecture & Engineering	2,020	0		0	0
n Technologists & Tech	ns 990		0		
ered Nurses	870		0		
ed Medical Assistant	210		0		
ed Nursing Assistant	550		0		
security				0	

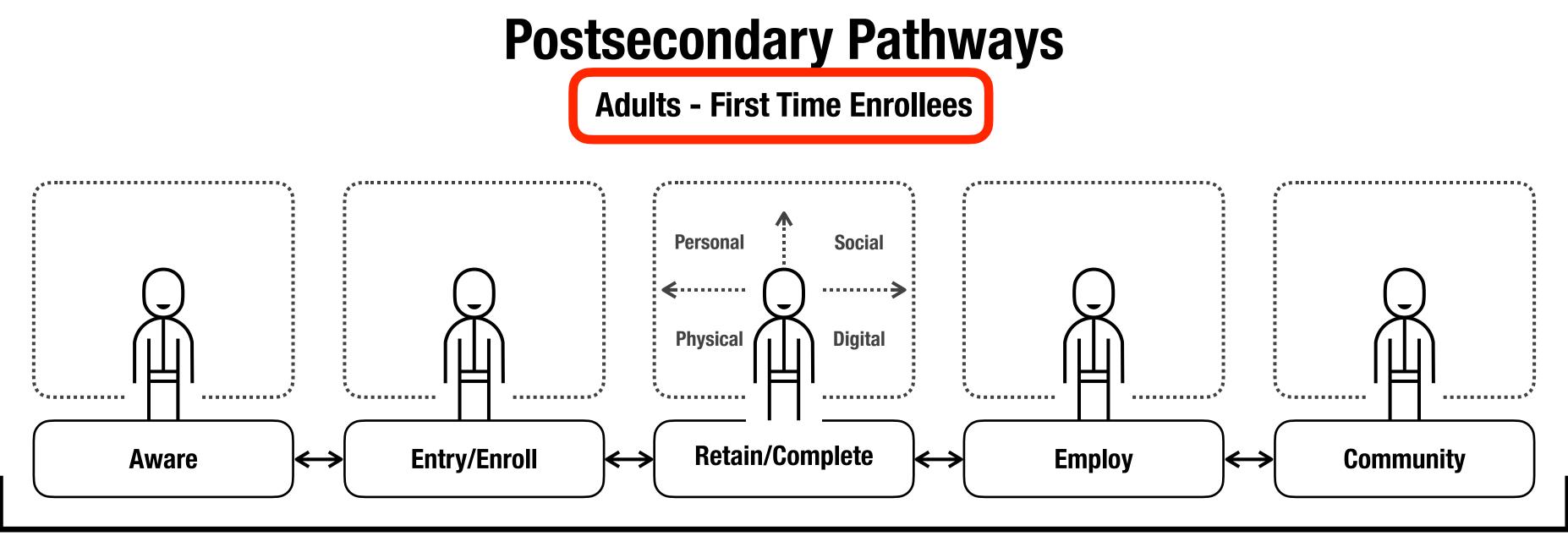
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Indiana Department of Workforce Development, Ivy Tech Community College Systems Program year July 1 – June 30

Ivy Tech represents Columbus, Madison, & Lawrenceburg / Batesville campuses Adult Ed. represents McDowell Education Center, River Valley Resources, & Jennings Education Center

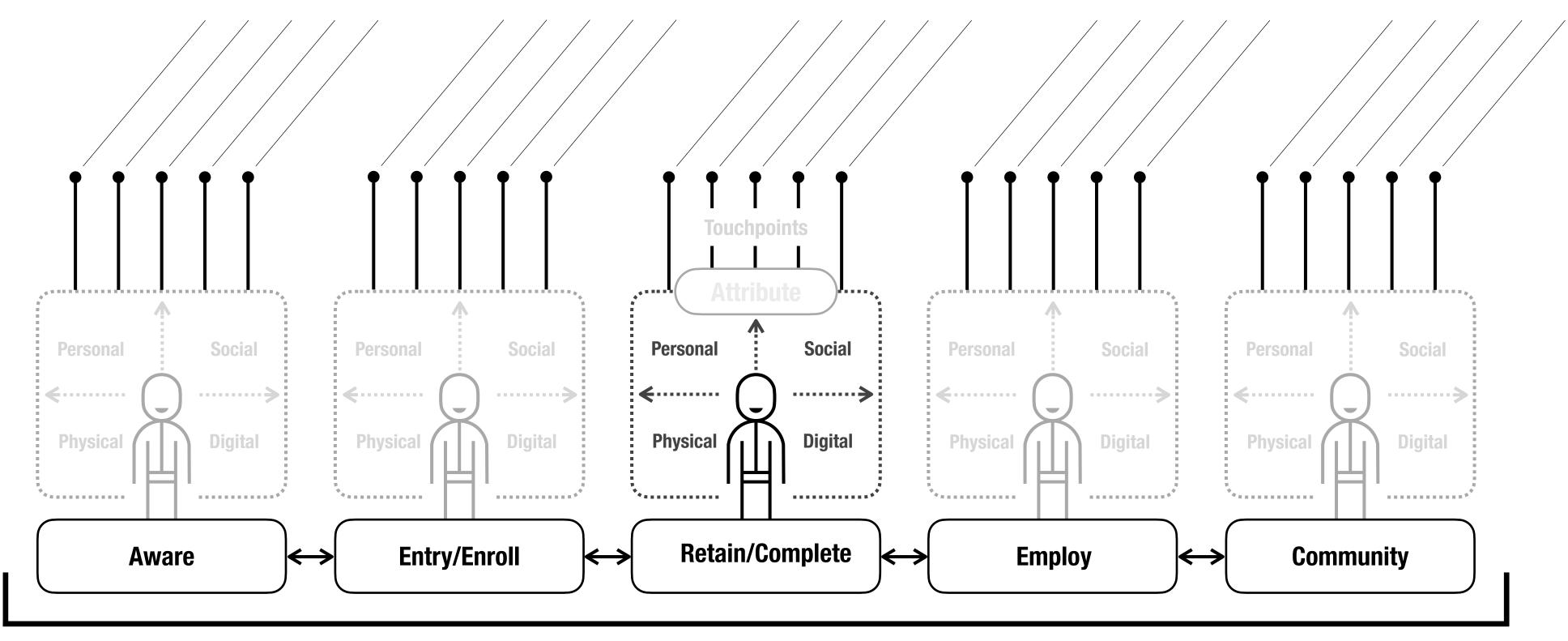




System Stages



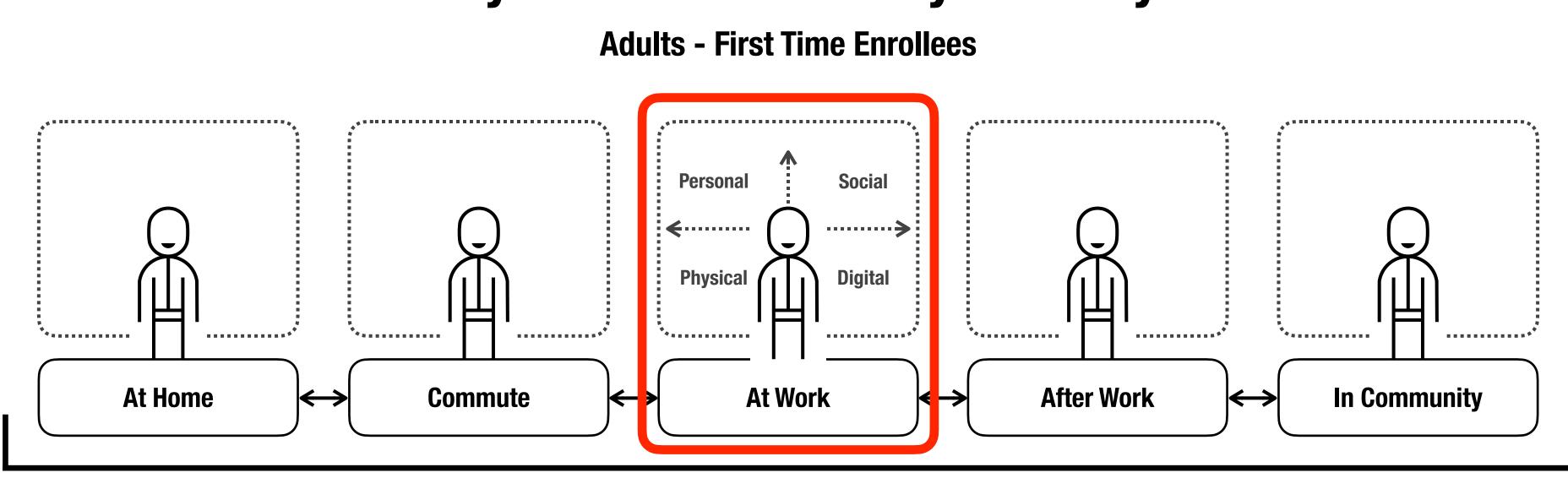




Entry Into Postsecondary Pathways

Adults - First Time Enrollees

System Stages

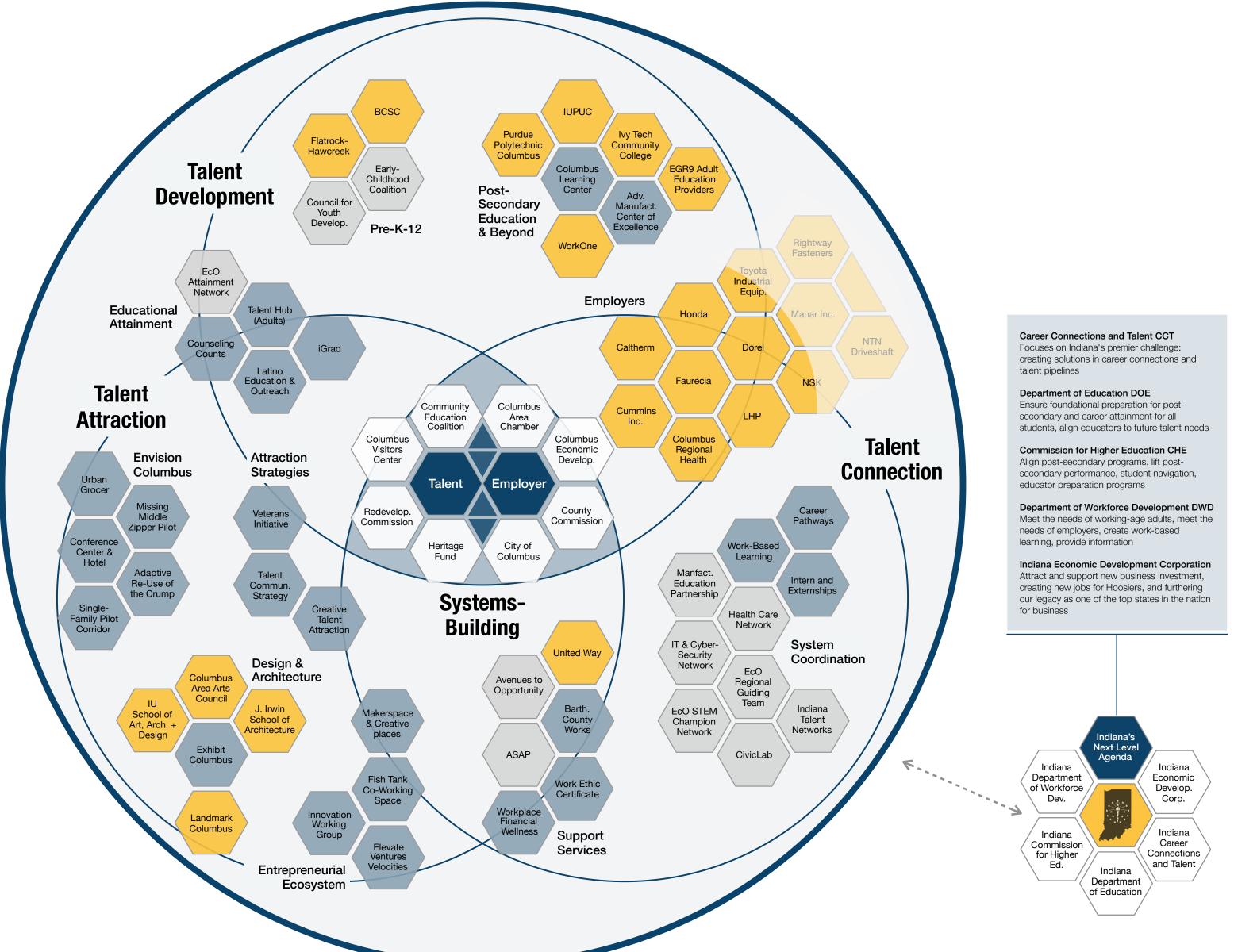


Entry Into Postsecondary Pathways

Lived Contexts

Time



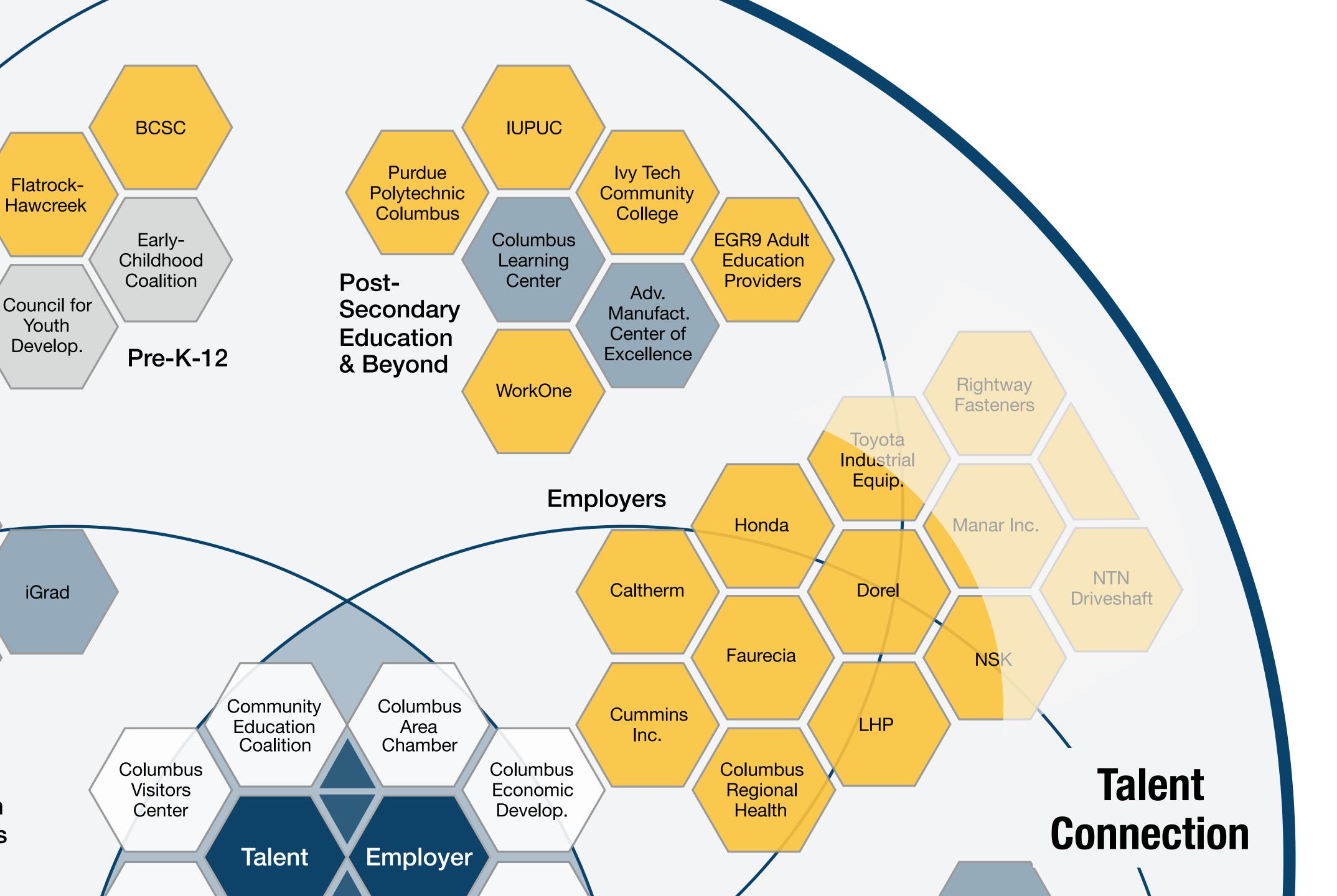


21ST CENTURY **Talent Regions**

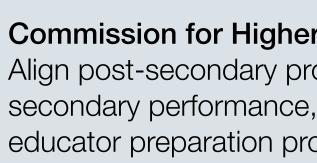


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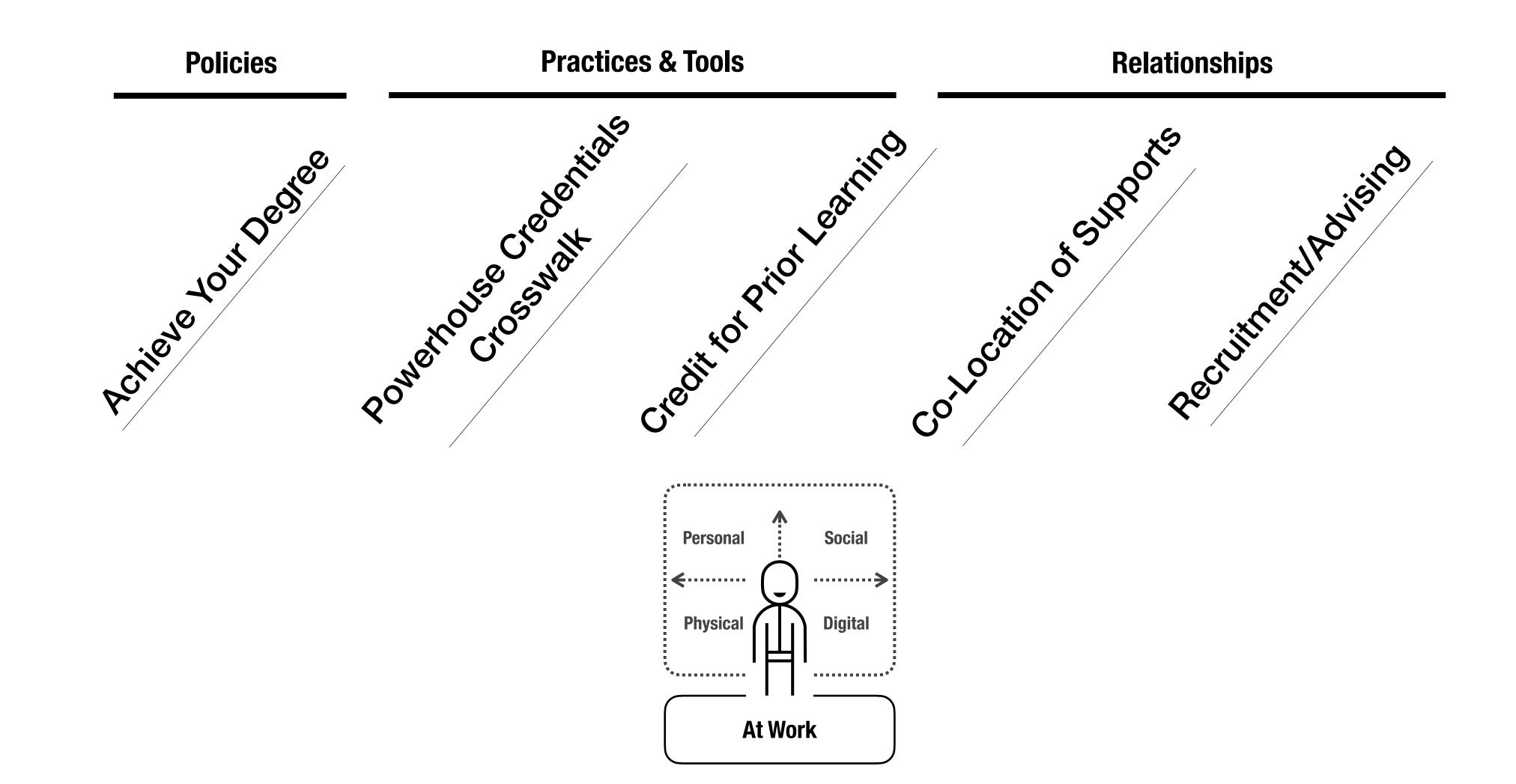
Focuses on Indiana's pre creating solutions in care talent pipelines





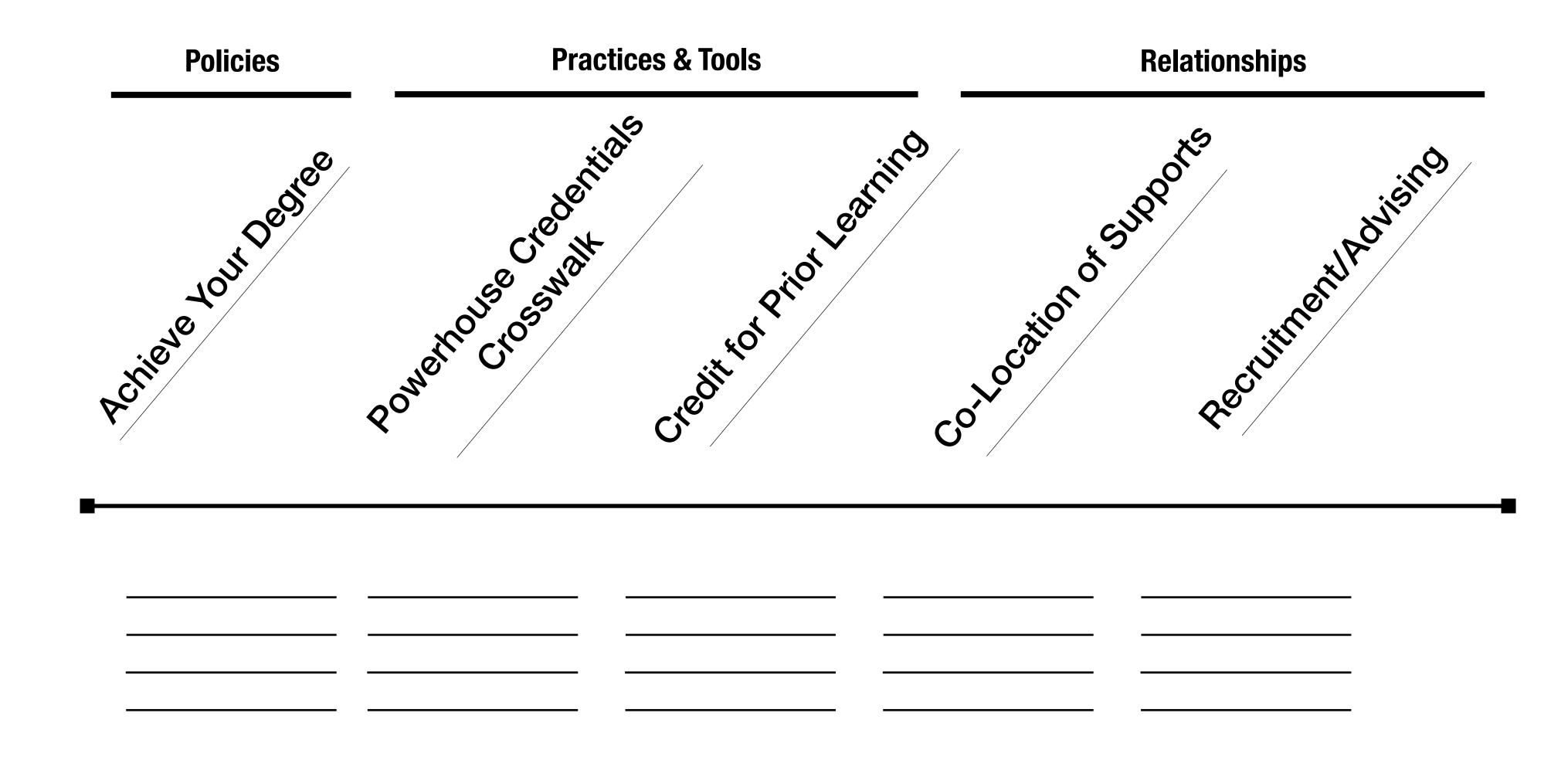


Entry Into Postsecondary Pathways



Adults - First Time Enrollees

Entry Into Postsecondary Pathways



JS Action

Adults - First Time Enrollees

THE 4 VARIABLES OF STARTING SMALL

Beneficiaries

Lived Contexts

System Stages

Stakeholders

THE 4 VARIABLES OF STARTING SMALL

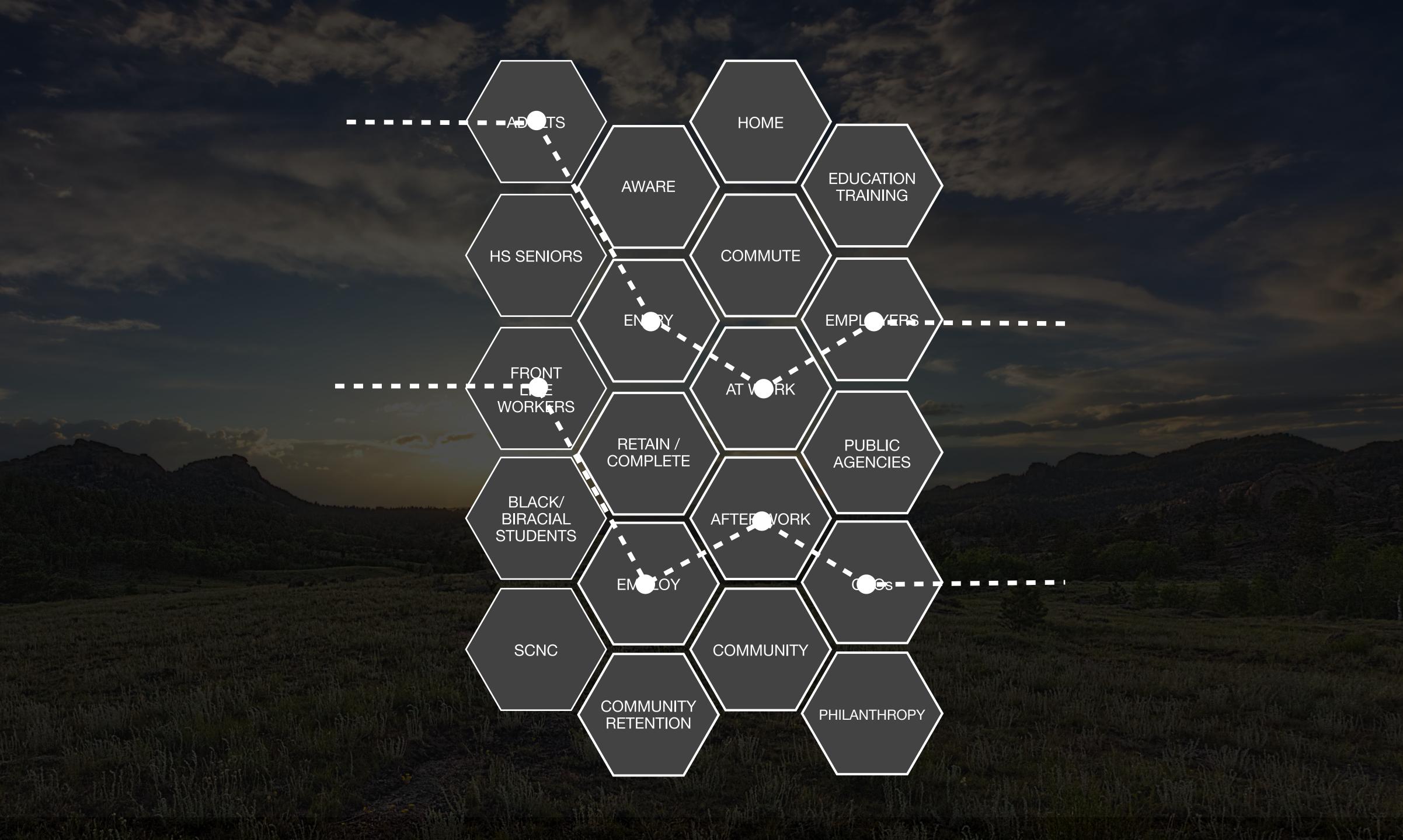
Beneficiaries

This same process is replicated for each variable.

Lived Contexts

System Stages

Stakeholders



Before Our Office Hours

- Answer a series of questions that describe your current state. (Hint: They are the same questions covered in institute 1 and 2)

During Our Office Hours

- Strengthen the structures and processes used for external partner collaboration, setting the conditions for discrete collaborative, systemic actions.

Guiding Questions

- Recalling your stakeholder map, do the stakeholders responsible for this subsystem already come together? Do they follow a collaborative process?

-Who needs to attend Institute 3?

- Recalling your Guiding Question, can you identify the four variables from which you intend to start small? **Consider stretching and expanding**

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October 2022

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