
more to

MOST

SCALING AS SUSTAINABILITY

Healthy Places NC

January 29, 2016

Why Scale?



America is counting on increased postsecondary credential attainment to support economic growth and increased opportunity



Postsecondary institutions are facing more scrutiny:

- Status of the economy
- National college completion rates
- Increasing mismatch between available jobs and the skills of those available to work



Colleges and universities are innovating practice

- But sustaining these services require institutions to move beyond small programs



We can't just soothe *some* of our educational and economic woes

- Institutions are being asked to have impact "at scale"
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A Definition of *Scale*

“Increasing the impact a social-purpose organization produces to better match the magnitude of the social need or problem it seeks to address.”

--Greg Dees, founder and faculty director at the Duke University Fuqua School of Business's Center for the Advancement of Social Entrepreneurship

Challenges

There is no silver bullet; no “one best way” to scale

- ▶ There are few sorting mechanisms for promising innovations, making it difficult for true best practices to rise to the top.
- ▶ Existing funding models for this work are inadequate.
- ▶ Maintaining fidelity to an effective model as it grows is difficult.
- ▶ Navigating the politics of change is critical.



Scale as Sustainability

Moving beyond numbers: Coburn

- ▶ Depth
- ▶ Sustainability
- ▶ Spread
- ▶ Shift in reform ownership



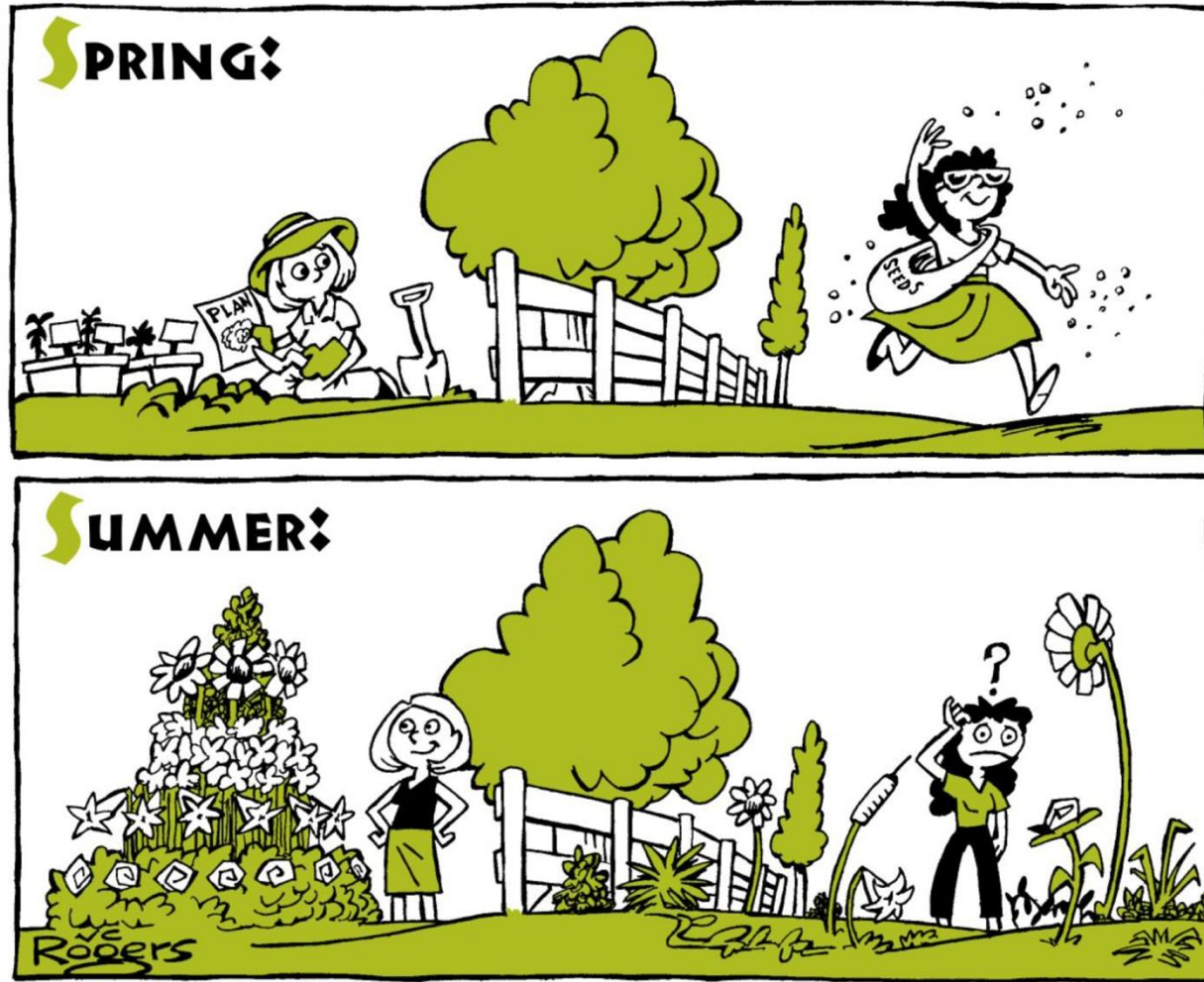
Scalability Theme

Evaluative Questions

- ▶ Under what conditions should we offer our program?
- ▶ How might we improve the program?
- ▶ How will we scale the initiative under current environmental factors?



Planning for Scale



More to Most Roadmap

Step 1: Getting Started.

Form your team and take some time to discover what your institution already knows about successfully scaling effective programs.

Step 2: Determine Program Value.

Define the problem, collect your evidence, and set your criteria for effectiveness.

Step 3: Determine Scaling Strategy.

Define your scaling goal and design a strategy to reach it.

Step 4: Determine Feasibility.

Assess your institution's capacity to implement the scaling strategy you have designed. Decide to move forward or to pursue an alternative method. At this step, you'll apply the SCALERS model to evaluate your proposed method and to evaluate your institution's ability to implement it.

Step 5: Determine Plan of Action.

Make a plan for building institutional capacity and implementing your scaling strategy.



SCALING with EQUITY

FEATURING:

4 APPROACHES TO SCALE ON 2 DIMENSIONS



SCALERS



- ▶ Staffing
- ▶ Communicating
- ▶ Alliance-Building
- ▶ Lobbying
- ▶ Earnings Generation
- ▶ Replicating
- ▶ Stimulating Market Forces
- ▶ Adapted from Duke University's Center for the Advancement of Social Entrepreneurship

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