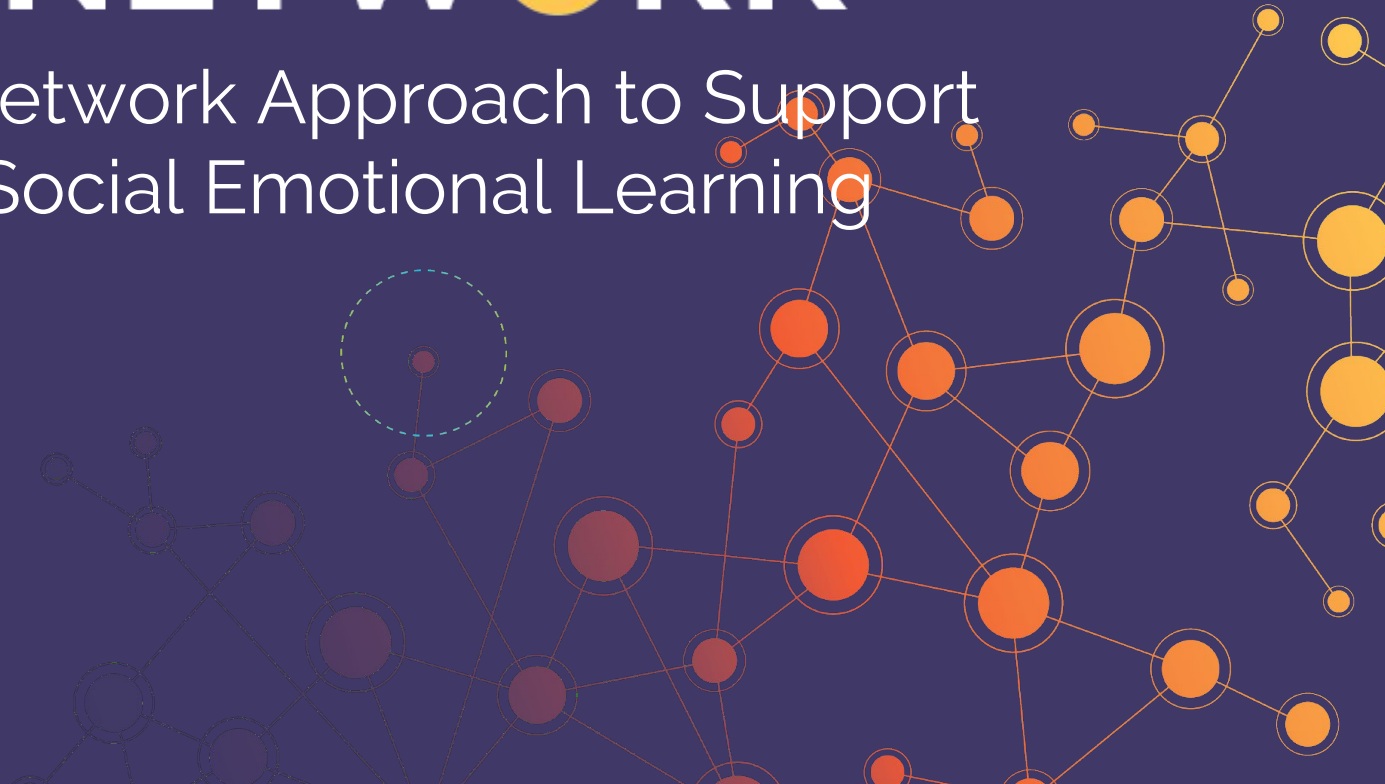


STUDENT SUCCESS NETWORK

A Network Approach to Support
Social Emotional Learning



Speakers

**Sue
Lehmann**
**Chief Network
Facilitator,**
*Student Success
Network*



**Lane
McBride**
**Partner and
Managing
Director,**
*The Boston
Consulting Group*

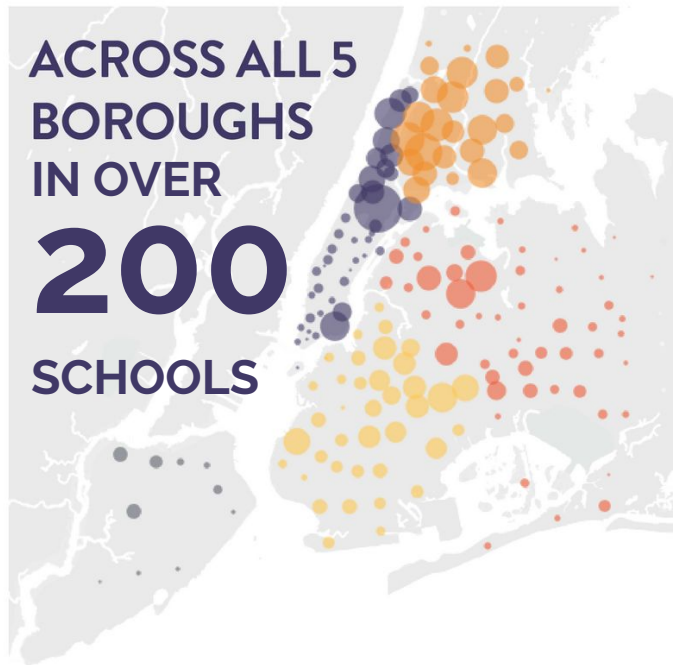


Unleashing collective leadership of NYC's education sector...

50 ORGANIZATIONS
aligned around the importance
of Social-Emotional learning

ACROSS ALL 5
BOROUGHES
IN OVER

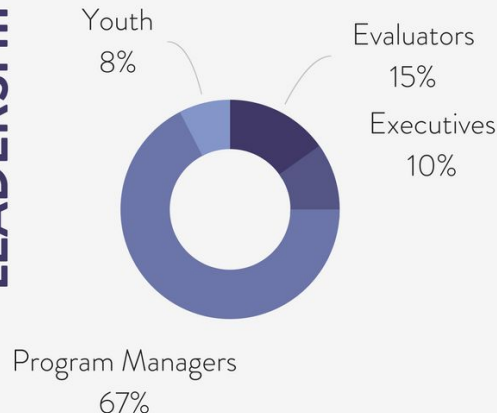
200
SCHOOLS



PROVIDING
150,000
YOUTH
DIFFERENT
EXPERIENCES



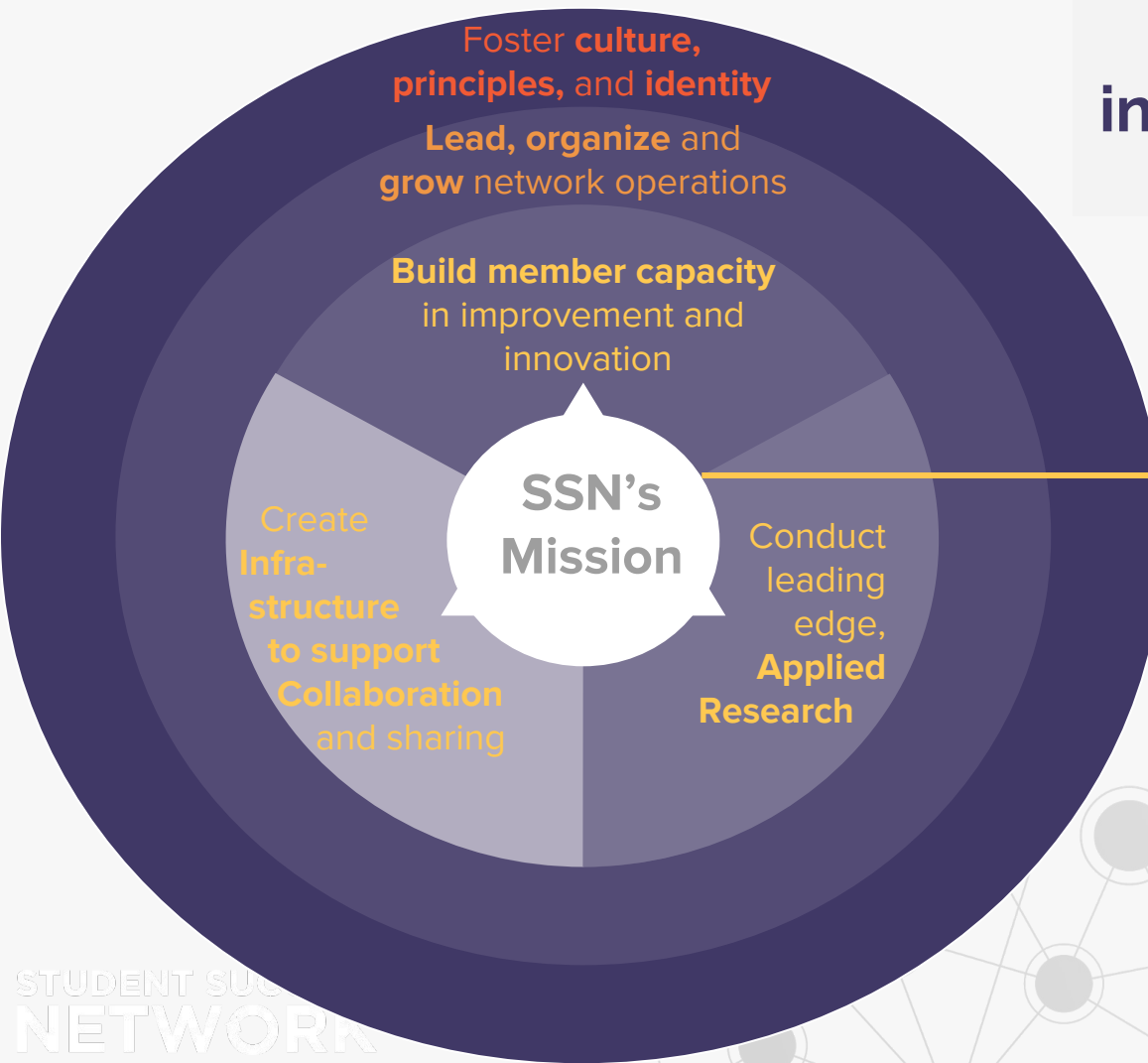
**DIVERSE
LEADERSHIP**



**STUDENT SUCCESS
NETWORK**



...by providing an
infrastructure to innovate
and improve.



Develop an ecosystem of
SEL-infused, high-quality experiences
that put students on a path to
success

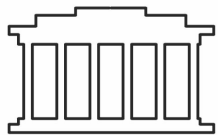
4 Strategic questions led SSN to engage BCG

1. Who are we as a network? What defines us?
2. How might we broaden and deepen our impact?
3. How can we strengthen connections between us?
4. What will make us sustainable long-term?

Three key themes emerged from stakeholder consultations

What we heard...	What it meant for SSN...
1. SSN's theory of change is sound, but opportunity to deepen network engagement	→ Broaden stakeholder engagement and member ownership across the Network
2. SSN's model is unique in being " member-led ", " organic ", " agile "; however, network would benefit from more "structure"	→ Unite network behind common set of objectives, principles and clearer operating guidelines
3. Continuous Improvement is core to model strength of network and innovation in measurement and analysis are in service of CI	→ Deepen Continuous Improvement expertise and ensure network growth, measurement and analysis support CI

SSN broadened avenues for stakeholder engagement and increased member ownership



Governance Structures

- Executive Director Congress
- Youth Advisory Council
- Advisory Board



Collaboration Structures

- "Collabs" based on SEL Drivers
- SSN Innovates Fellows
- Special Interest working groups:
 - Data Advisory
 - Culturally Responsive Pedagogy
 - Adult SEL



Tools and Infrastructure

- Networked Improvement Community Online (NICO)
- My Student Survey
- CI Capacity Assessment Tools (e.g., Maturity Model)
- SEL Tools (e.g., Driver Diagram, Growth Mindset Rubric)

The Network united around a set of membership principles...

- Have **SEL as a foundational element** of mission and programmatic approach
- Believe in and cultivate the **power of young people** to change their communities
- Promote an **equitable culture** where all staff have opportunities to be both teachers and learners
- Embrace a **data-informed, relationship-driven culture** where data are used to identify disparities and improve experiences to put all youth on a path to success
- Contribute to a **strong, trusting and sustainable network** by leveraging organizational assets for the collective good

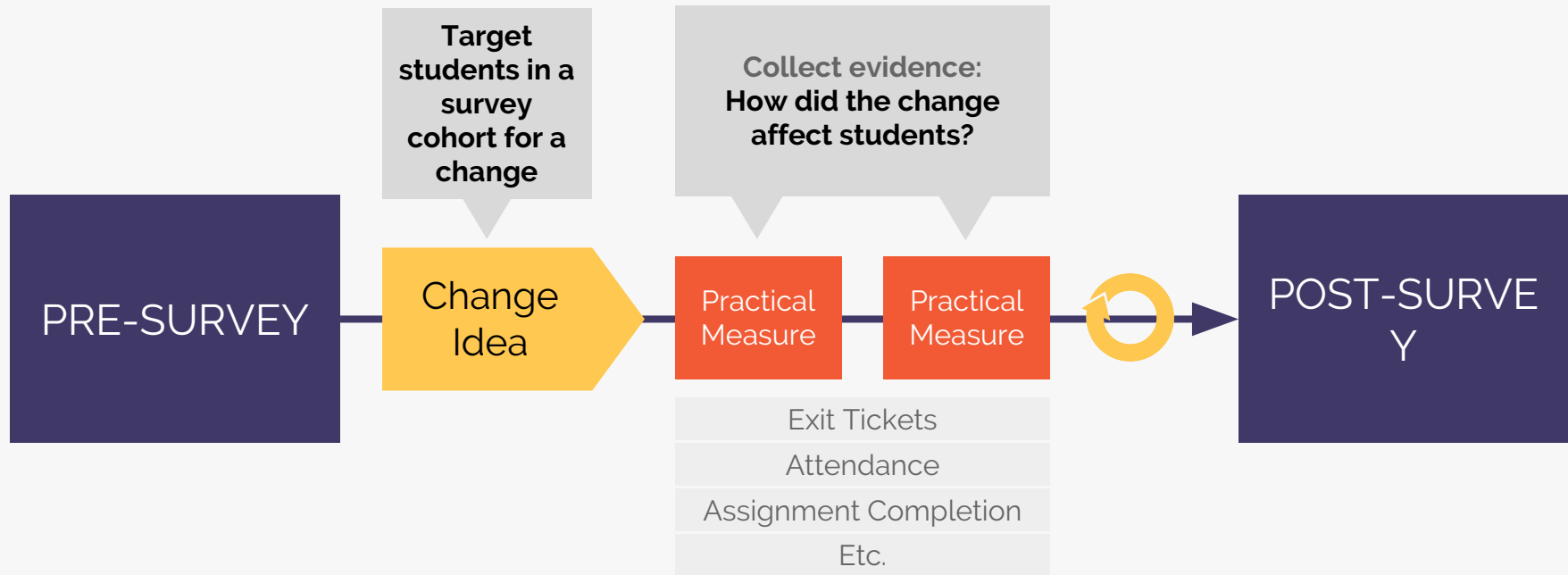
...that translated into tangible commitments for engagement and established a “Culture of Contribution”

Baseline Member Contributions	“Generous” Contributions
<ul style="list-style-type: none">• Appoint an “SSN Team” to drive Network engagement• Complete one SEL measurement cycle per year• Participate in at least one Collab per year, and contributing to 80% of monthly collab sessions• Collect and report data on Network-wide goals• Include SSN membership in external materials (e.g. website, funder documents)• ED/CEO attendance at two “Executive Director Congress” meetings per year	<ul style="list-style-type: none">• Participate in CI Fellowship program• Lead a special interest working group• Share expertise, e.g., SEL training materials, trauma-informed practices, host and drive content of brown-bags, virtual/in-person seminars• Document all ongoing CI innovations, including ones happening outside of collabs, on NICO sizes, participation in SSN offerings• Serve on Advisory Board• Donate to a voluntary “membership fee” to SSN

SSN Deepened its Continuous Improvement process by...

1. Specifying **roles** within each member organization (e.g., Continuous Improvement lead, Data lead, host, documenter)
2. Implementing clear and rigorous Collab **operating principles** that members agree to up front
3. Setting **shared goals for Collabs**
4. Introducing **practical measures** to know whether interventions are working

Deepening CI practice: Collecting practical measures to see if change ideas are working



SSN's Learnings

1. Deepening member organization investment in CI requires a diverse set of structures and tools.
2. Striking the right balance between engagement and rigor means increasing member ownership of the work.
3. High-quality data is critical for organizations to understand whether what they're doing works.



Questions