

Open Futures: Education, Workforce, and the Power of Community



ECMC Keynote

September 2023

theopensystem.org



Dr. Landon Mascareñaz
Co-Founder

3/10570

Application for
RESIDENT ALIEN'S BORDER
CROSSING IDENTIFICATION CARD

I, Rafaelo Diaz de Gomez,
a lawful permanent resident of the United States at 2119 Goss St.
Boulder Colorado.

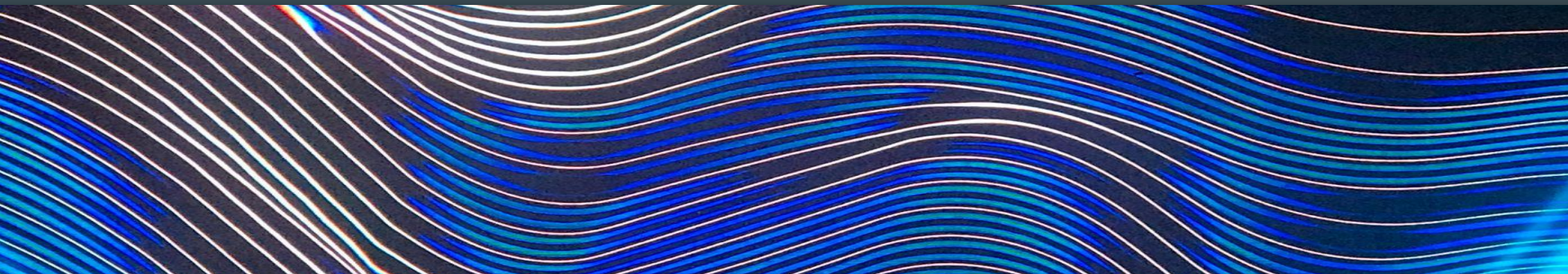
hereby make application for a Border Crossing Identification Card and furnish the following
information: Alien Registration No. 1511019
May 16,
Born on April 16, 1894, at Near Villa Nueva, Zac, Mexico.
Sex F Marital status Married. Occupation Housewife.
Read Yes Write Yes Nationality Mexico Height: 5 ft. 4 in.
Weight 160 lb. Complexion dark Hair gray Eyes brn

Visible distinctive
marks or peculiarities scar back of rt hand.

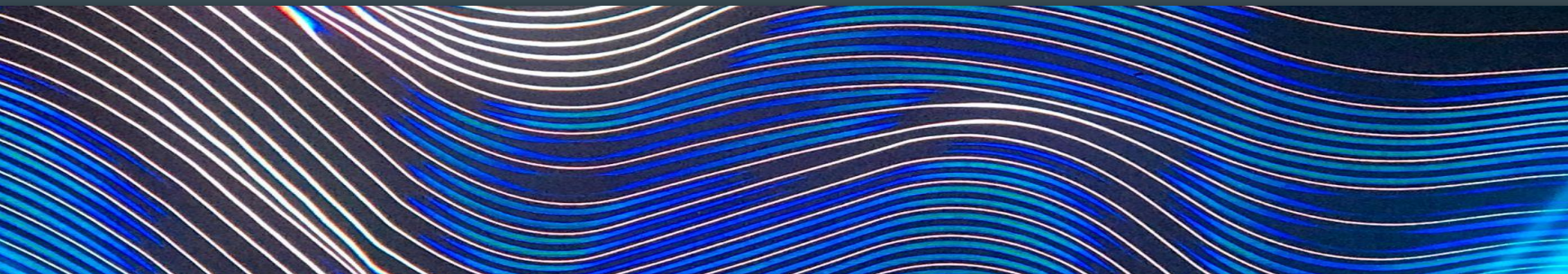
Lawfully entered the United States for permanent residence at El Paso, Texas
on April 6, 1922, on the a foot.



Learn More
Here



The question of whether we build open systems is a question of whether or not we are willing to pursue democracy.

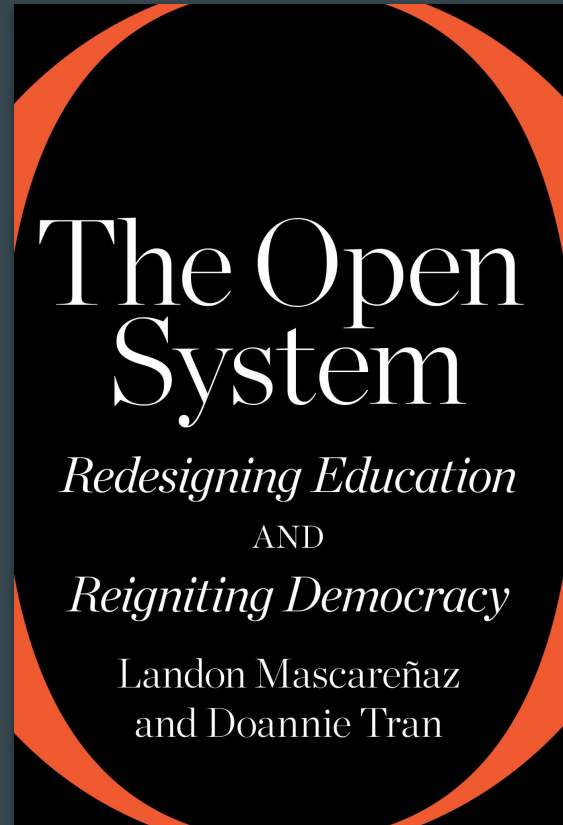


The Open System Institute

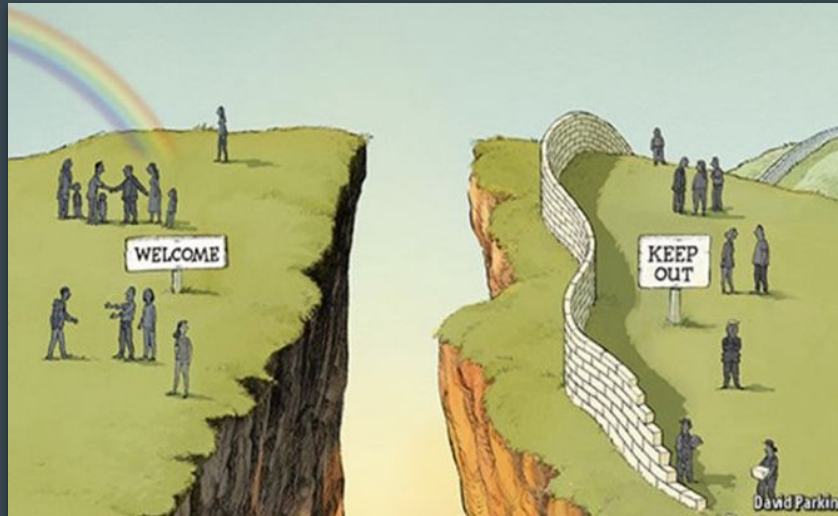
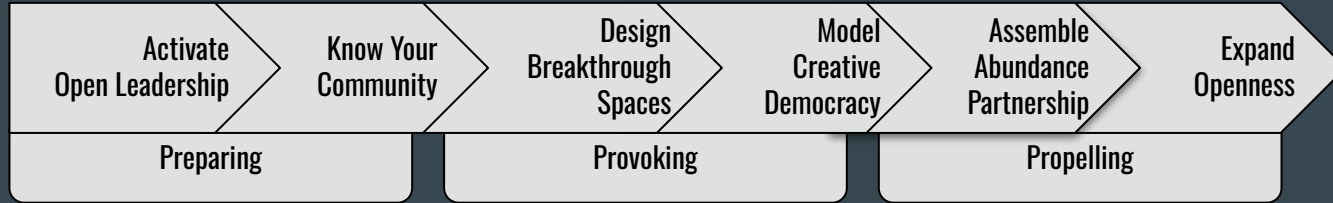
The **mission** of The Open System Institute is to build an emergent discipline for diverse leaders across institutions and organizations to challenge closed systems.

Our **vision** is a transformed education sector that shifts from closed systems to open systems centered on those furthest from opportunity to redesign education, build trust, and reignite local democracy. Our education system demands redesign and must be built by those who never had a hand at building it.

Learn More
Here



Open System Principles



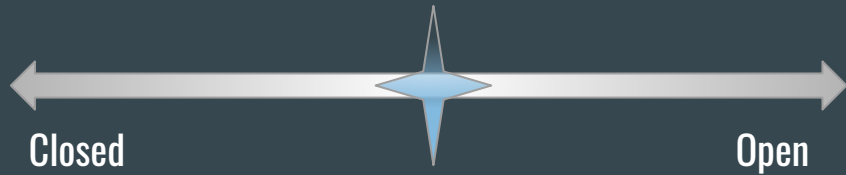
Learn More Here



Image Source: The Economist

Overview

Where is your system or organization on a spectrum of closed to open?

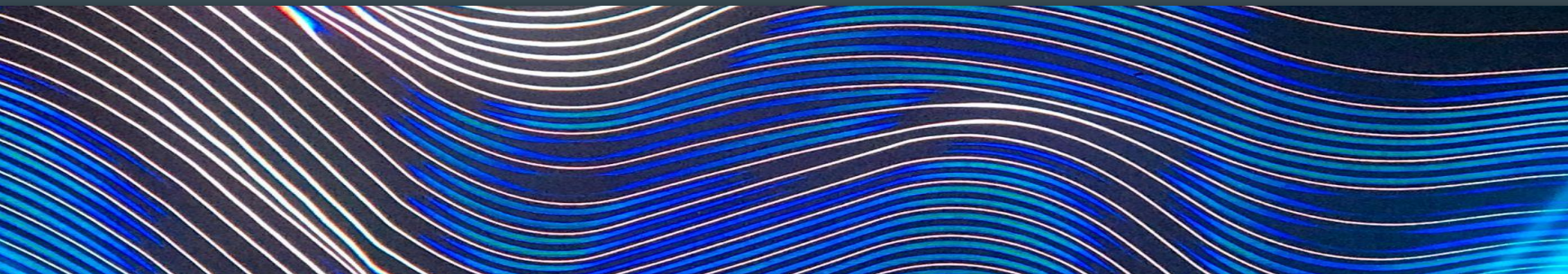


Reflect on:

- How are you partnering with families? Students? Key stakeholders?
- How do welcome them into your schools?
- Are you designing with them?
- Where is it most open and where is it most closed?

*We hone our skills naming and analyzing the crises.
I learned in schools how to deconstruct—but how do we move
beyond our beautiful deconstruction?
Who teaches us to reconstruct?*

adrienne maree brown, Emergent Strategy



Trust & Democracy

Openers must begin by realizing the dire state of institutional distrust that permeates global society.

This distrust has major implications in democracies, where the public has shared ownership of institutions.

The Trust 10

01 Distrust is now society's default emotion

Nearly 6 in 10 say their default tendency is to distrust something until they see evidence to the contrary. Another 64% say it's now to point out any possible flaw or debate about issues they disagree on. When distrust is the default – we lack the ability to debate or collaborate.

02 Of the studied institutions, business is once again the most trusted

At 61%, business is the most trusted institution, ahead of NGOs at 50%, government at 32% and media at only 5%. Surprisingly, fewer percent of respondents however trust 'My Employer', rating the relationship between employer and employee as the most important.

03 Government and media fuel a cycle of distrust

Nearly one out of every two respondents view government and media as divisive forces in society – 48% and 46%, respectively. Furthermore, government leaders and journalists are seen as the least trusted societal leaders today, with less than half of respondents trusting either (government leaders at 42% and journalists at 40%).

04 News sources fail to fix their Trust problem

None of the major information sources are trusted as a source of general news and information, with trust in search engines at 50%, followed by traditional media at 47%, social media at 45% and social media at only 37%.

05 Fake news concerns are at an all-time high

Concerns over fake news or false information being used as a weapon is now at an all-time high of 76%.

06 There is a collapse of Trust in democracies

In many of the democracies studied, institutions are trusted by less than half of their people, including only 46 pts in Germany, 46 pts in Spain, 44 pts in the UK and 43 pts in the U.S. Moreover, so developed countries believe their families and self will be better off in 5 years time.

07 Societal fears on the rise

Without faith that our institutions will provide solutions or societal leadership, societal fears are becoming more acute. Most notably, 85% are worried about job loss and 76% worry about climate change.

08 Business needs to step up on societal issues

While business outpaces government by 33 points on competency and 28 points on ethics, respondents believe business is not doing enough to address societal problems, including climate change (82%), economic inequality (49%), workforce reskilling (42%) and trustworthy information (42%).

09 Societal leadership is now a core function of business

When considering a job, 60% of employees want their CEO to speak out on controversial issues; they care about over 80% of the general population want CEOs to be personally stable when discussing public policy with external stakeholders or work that company has done to benefit society. In particular, CEOs are expected to shape conversation and policy on job and the economy (70%), wage inequality (59%), technology and automation (54%) and global warming and climate change (56%).

10 Business must lead in breaking the cycle of distrust

Across every single issue, by a huge margin, people want more business engagement, not less. For example, on climate change, 62% say business is not doing enough, while only 16% say it is oversteering. The role and expectation for business has never been clearer, and business must recognize that its societal role is here to stay.

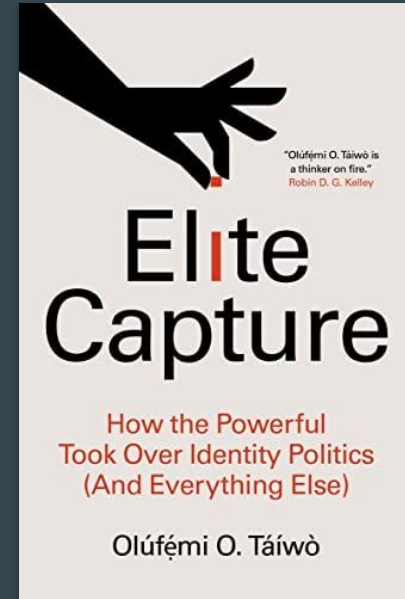
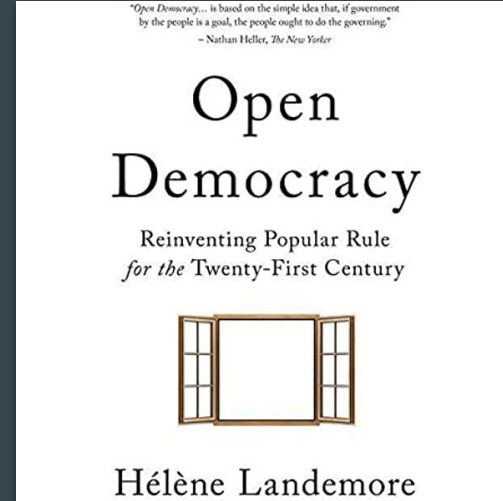
Edelman Trust Barometer 2022

All data is based on general population sample unless otherwise noted.

To explore the full 2022 Edelman Trust Barometer, visit www.edelman.com/trust #TrustBarometer

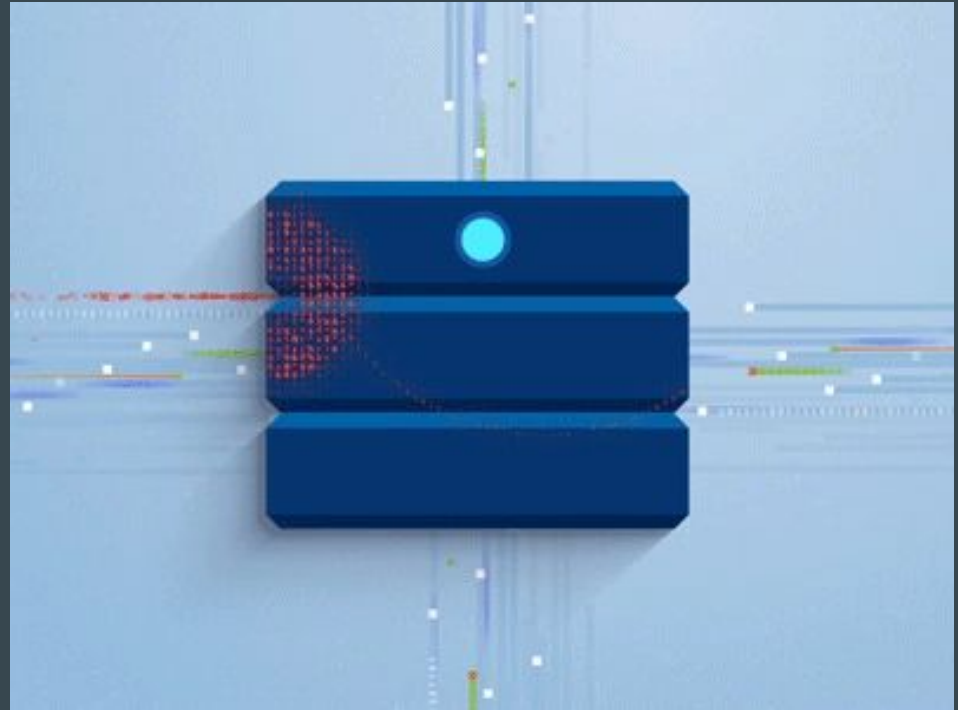
Trust & Democracy

Citizen engagement and participation is a research-driven way of building and reinforcing trust.



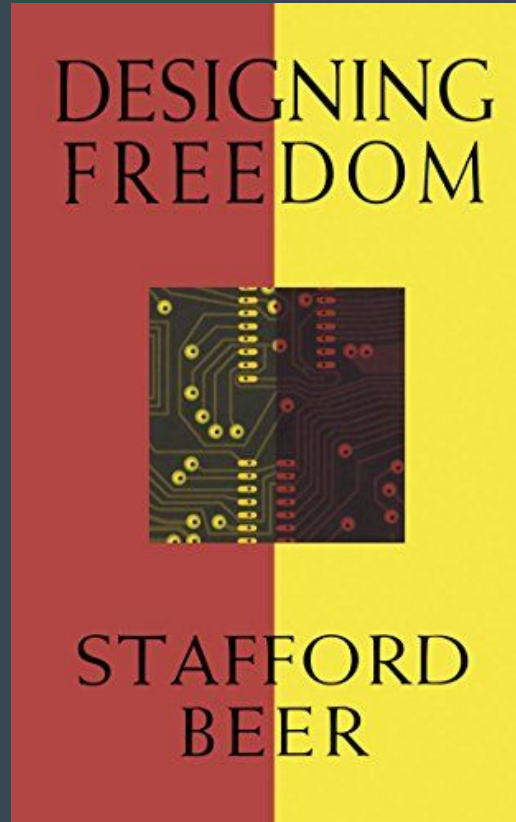
Open & Closed As Information

- Open systems allow for the flow of information and energy into their internal system
 - Organic
 - Mechanical
 - Institutional



High Variety Systems As Open Systems

- High Variety Systems
Vs
- Low Variety Systems



The redesign of institutions, from firms to governments, from educational establishments to social services, is the end to which survival-minded people must address themselves.

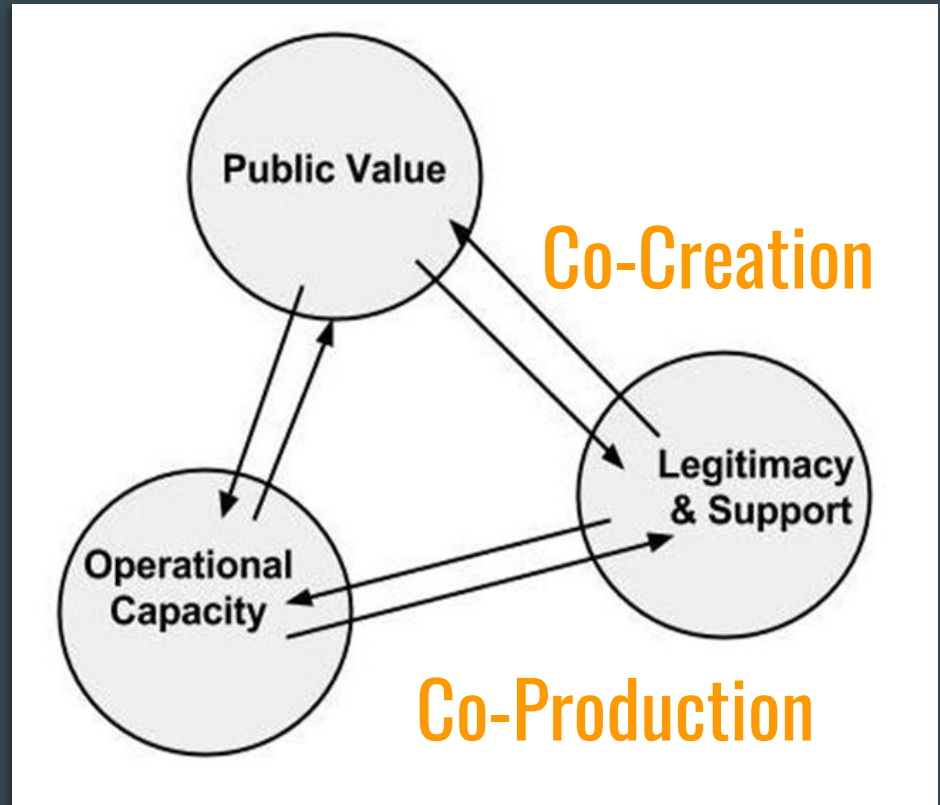
-Stafford Beer, Designing Freedom

How to bring openness to public systems

- Education
- Policing
- Health Care
- Transportation

And yes...

WORKFORCE /
EDUCONOMY

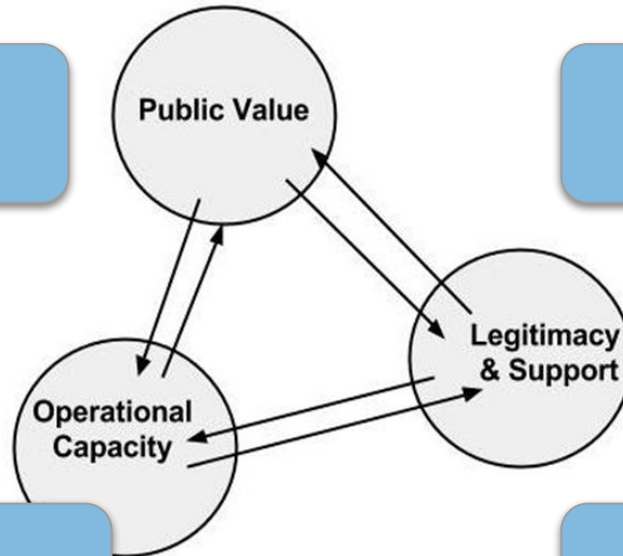


Source: Dr. Mark Moore, Harvard Kennedy School

Strategic Co-Creation/Co-Production

Superintendent

Elected Board

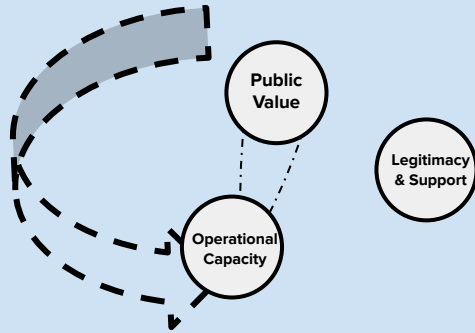


System Leadership/Personnel

Community

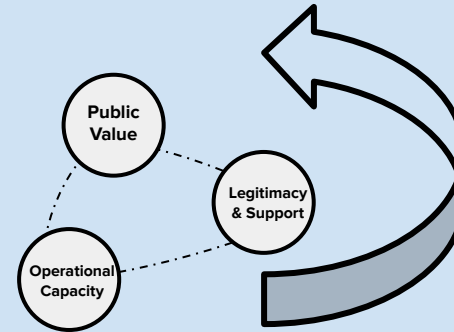
Open vs Closed System Trust & Democracy Spirals

Closed System Trust Spiral



In this model, a public value is named, given operational capacity and then conducted with limited or no legitimacy and support from the authorizing environment. Result: Trust degrades.

Open System Trust Spiral

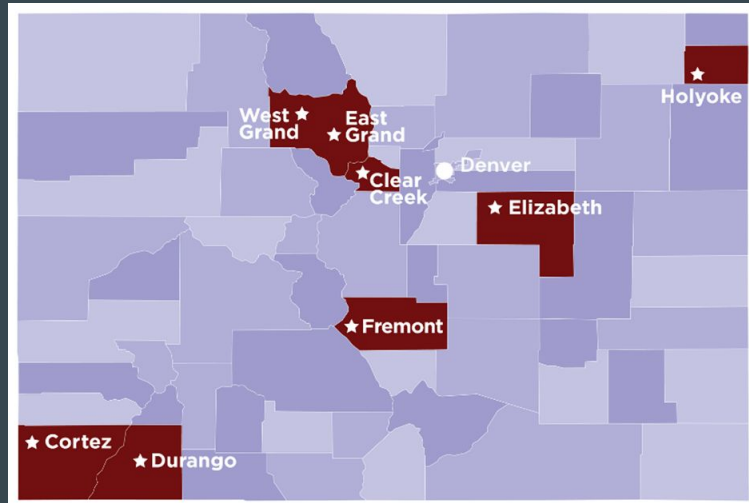


In this model, a public value is named, given operational capacity and then co-created and/or co-produced legitimacy and support from the authorizing environment. Result: Trust generated.

Open Vignette: Homegrown Talent Initiative

Colorado Succeeds & CEI started in 2019 with eight districts across the state.

These communities committed to expanding career-connected learning opportunities for students, investing in their **edueconomies**, and developing a shared vision of growth based on the strengths, needs, and aspirations of their unique contexts.



edueconomy - collaboration among K-12, higher education, and local industry partners to benefit their students, communities, and economies

Learn More
Here



Open Vignette: Homegrown Talent Initiative



Anchoring the work

Community Accolades



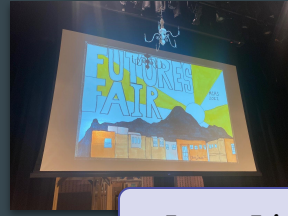
Launching Discovery Site Visits



Student Personalization



Innovation Centers



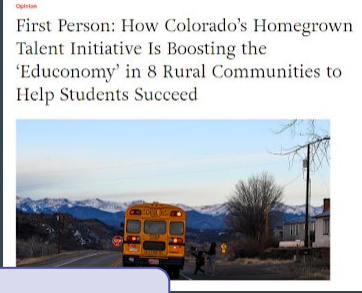
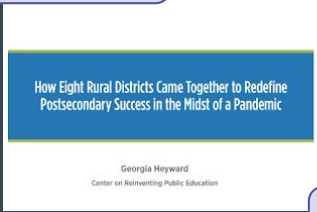
Futures Fair

Breakthrough Community Support

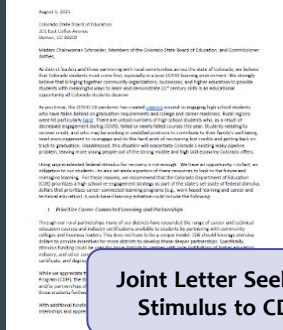
Election 2020: 4A asks voters to raise \$1 million for teachers, staff at East Grand
News [FELLOW NEWS] | October 1, 2020

It's official: West Grand passes mill levy
News [FELLOW NEWS] | November 25, 2021

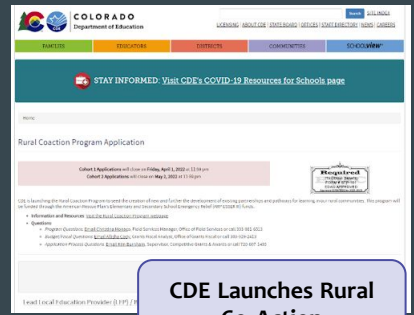
CRPE Report



National Press



Joint Letter Seeking Stimulus to CDE

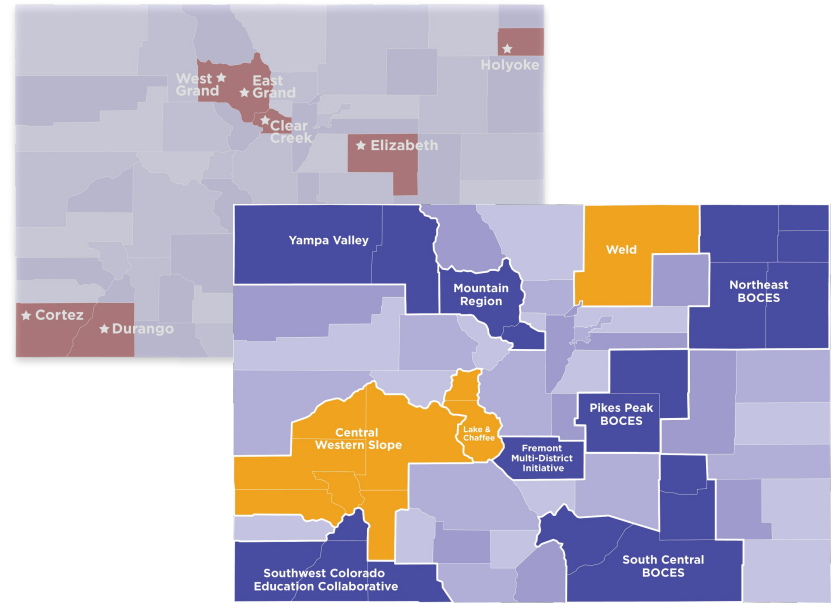


CDE Launches Rural Co-Action

Generating Regional Abundance

Thanks to state and federal investment:

- Adapting from 8 communities to over 70
- 10 regions working on shared abundance infrastructure
- Anchored in community and regional co-creation
- Partners working in abundance together



Homegrown
TALENT INITIATIVE

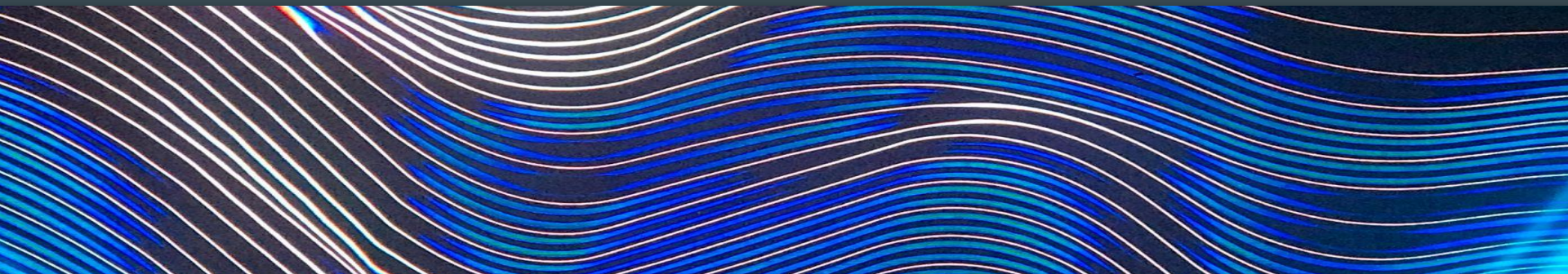
COLORADO
SUCCEEDS

EMPOWER
schools

lyra
COLORADO

The human heart is the first home of democracy. It is where we embrace our questions. Can we be equitable? Can we be generous? Can we listen with our whole beings, not just our minds, and offer our attention rather than our opinion? And do we have enough resolve in our hearts to act courageously, relentless, without giving up - ever - trusting our fellow citizens to join with us in our determined pursuit of a living democracy?

Terry Tempest Williams



Democracy Driven Leadership

“...democratic leaders try to foster political freedom by helping their followers become visible political actors with an equal voice.”

-Professor Brian Danoff

**Catalyzing
Community
Leaders**

Committing to empowering others in every process.

**Building Shared
Direction**

Committing to multiple stakeholders working together.

**Moving
Communities
Closer to the
Democratic Ideal**

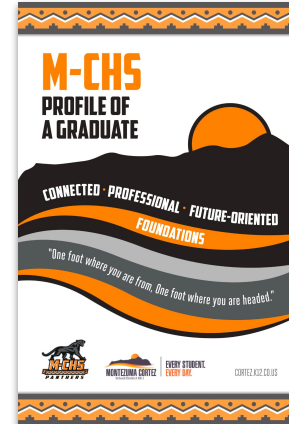
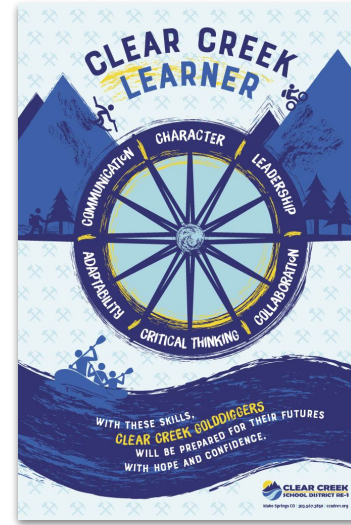
Committing to acknowledging the challenges AND moving communities towards the democratic ideal.

Community Co-Creation

Catalyzing
Community
Leaders

Building Shared
Direction

Moving
Communities
Closer to the
Democratic Ideal



Regional Co-Creation: SW Colorado

Catalyzing
Community
Leaders

Building Shared
Direction

Moving
Communities
Closer to the
Democratic Ideal

Southwest Colorado
Education Collaborative



The Southwest Region Aspires To:

What are our shared goals for community and economic growth? What are our hopes and dreams for each field or industry?

Health Sciences

- Actively work toward a diverse workforce in all levels of the system
- Have the knowledge, skills and expertise to provide strong, culturally responsive access to both behavioral and physical health care for all SW Colorado residents
- Prioritize a strong foundation/survey of the occupations and fields that are available, with the development of comprehensive specialty areas
- Address the healthcare workforce crisis in the SW

Educator

- Provide valuable experiences to help students explore and answer their own self-generated questions
- Allow educators who do what they do best by leveraging a co-teacher model that focuses on the whole educator and their strengths
- Promote educators as facilitators that have fluidity in area specialties
- Embed culturally responsive education practices so that all students and staff can thrive
- Support educators to meet the growing SEL and academic needs of students through the use of innovative and engaging technology.
- Elevate the perception of the education profession as a viable career
- Represent our communities and students in our educator workforce
- Ensure that our educators will be prepared for best practices (theoretically and pedagogically-ready)

Building Trades

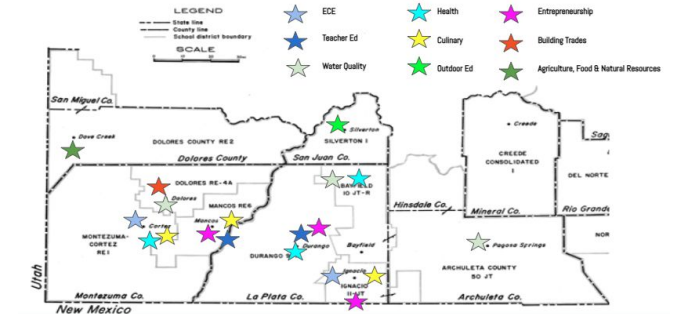
- Have a clear and reliable workforce pipeline
- Supports green and sustainable building
- Foster generalist skill sets, with transferable skills across professions
- Include regulation from the state on construction trades quality of worker via recognized credentials/certifications
- Have strong industry investment in K12 education
- Educate its K12 teachers in current industry standards.

Tourism & Hospitality

- Offer many opportunities for residents to get paid to do what they love.
- Support self-care and personal sustainability of the workforce
- Leverage new seasonal residents to contribute to the regional economy
- Balance technological advancements in the industry with the importance of human interaction.

Environmental

- Provide local youth with the opportunities and skills needed to secure jobs in the natural resource industries essential to the southwest region
- Be responsive and adaptive to the impacts of natural disasters on the economic resilience of southwest Colorado communities
- Promote policies and education to ensure the ongoing sustainability of traditional industries through innovative approaches to food production (distribution, energy, forestry, fire science, transportation, agriculture, and wildlife, and fish management)
- Empower future generations by investing in the lasting resilience of watersheds, forests, and communities across the diverse southwestern region



Policy Implications

Current Policies Leveraged

- **ILOP:** *Innovative Learning Opportunities Program (seat time flexibility)*
- **CDIP:** *Career Development Incentive Program (reimbursement for top credentials)*
- **Path4Ward:** Early High School Graduate Program
- **GradCap:** Graduation Guidelines & Capstone Implementation

Recently Passed Policies

- **Employer Incentives:** Expansion of Experiential Learning Opportunities (Resources for businesses to support students)
- **Data:** Authorizing Student Success Dashboard
- **Stackability:** stacking credentials into in-demand pathways
- **Innovation Fund:** *Regional CoAction Fund (\$20 million state fund)*
- **Blur Taskforce:** *Statewide task force on connecting various programs*

Transformative Policies Still Needed

- Transportation
- High School Funding
- Accountability / Quality Measures
- Data Transparency / Longitudinal Data
- Governance
- System Incentives

Profile of Impact

Legal Internship Inspires Daniela Fierro's Career Journey at Northeastern Junior College

Daniela Fierro

*Takes on a
New Challenge
with*



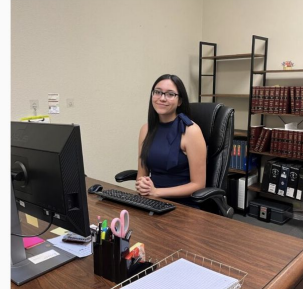
CCCS News | September 7, 2023

Print

Read the
Whole
Story



A 'Weight Off My Shoulder'



Daniela Fierro, a first-year student at Northeastern Junior College, works part-time at a local law firm.

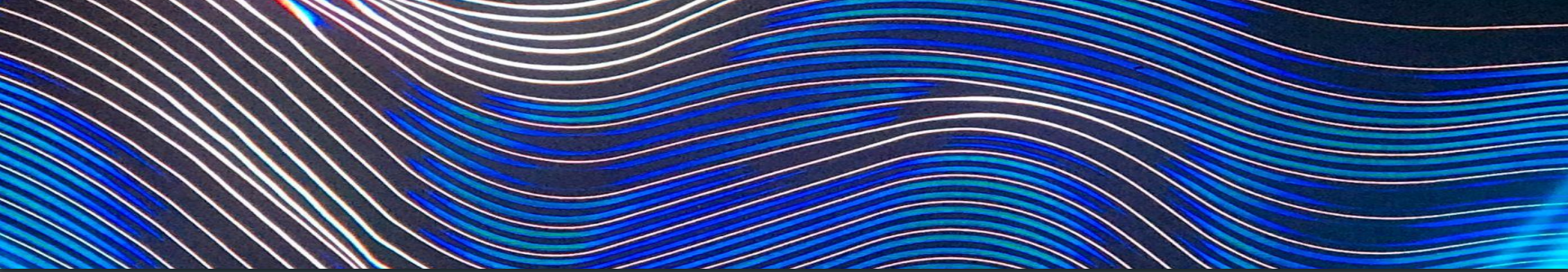
With years of school ahead of her, Fierro is eager to get started as a criminal justice major. The daughter of Mexican immigrants—and a first-generation college student—she said NJC offers a close-knit, supportive environment that will ensure she transfers successfully.

"It had what I wanted in a school—it wasn't super big, it was close to home, and it still gave me the opportunity to work at Kelley Law," she said.

Fierro is no stranger to NJC. As a Holyoke High School student, she took Concurrent Enrollment courses in sociology and political science that further confirmed her interest in law. Now a full-time student, she plans to make the most of her college experience by joining the college's debate team and campus clubs.

"I'm super excited to meet new people and make new friends," she said.

Fierro also earned a scholarship from the [Foundation for Colorado Community Colleges](#), relieving some of the financial pressure as she balances her job and school.



There is no power for change greater than a community discovering what it cares about.

-Margaret Wheatley

MAPPING

- Place your open moment at the center - your aspiration for co-creation
- Map stakeholders across the four quadrants in relative proximity to the open moment

Your Open Moment



LIBERATE

- Who is the system most keen on partnering with?
Who are YOU most keen at partnering with?
- What are the patterns of affinity at play?
- Are there organizations that disrupt traditional affinity patterns that could transform your open moment?
- What would it take for you to name some of the ~isms that are at play in pursuit of your open moment?

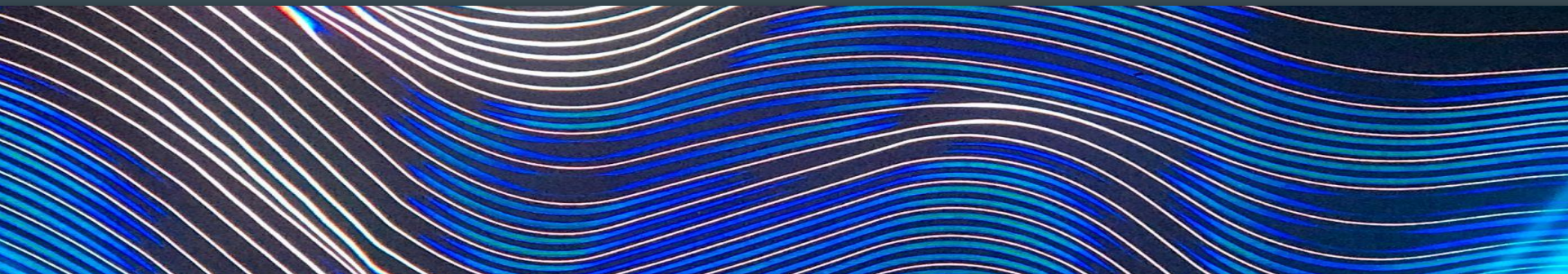
Your Open Moment



The arrow of time applies to all closed systems in the known universe, but the new sciences reveal this is not the predetermined fate of living systems.

A living system has permeable boundaries and sense-making capabilities. It is an open system, capable of exchanging energy with its environment instead of using up a finite amount.

Margaret Wheatley, Who Do We Choose To Be?



Big Question

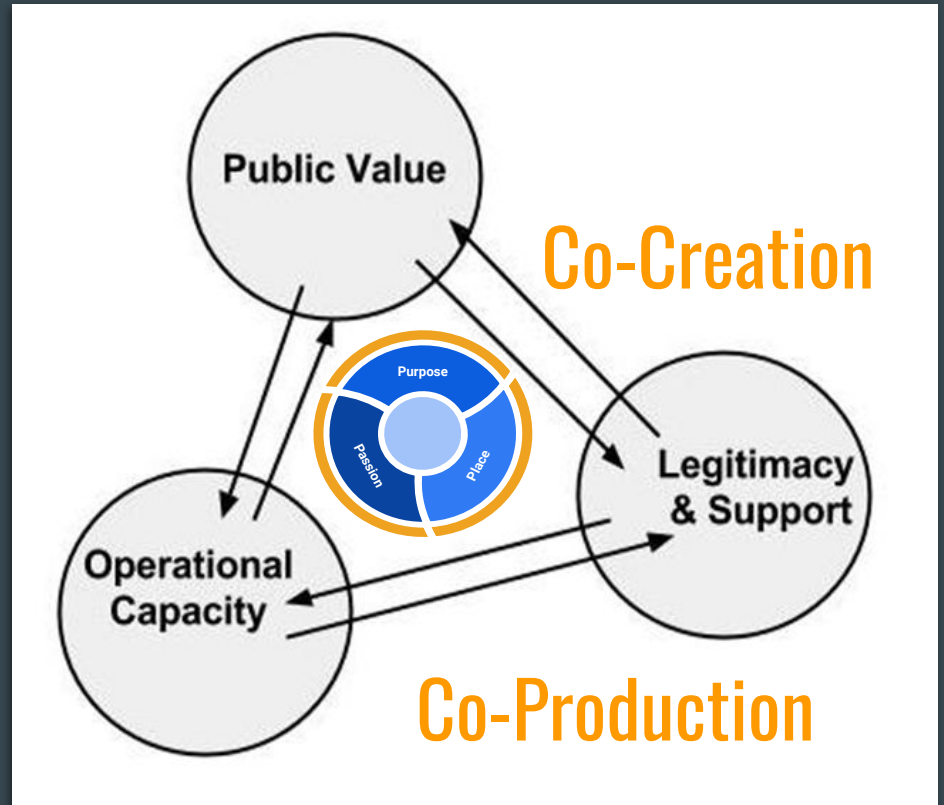
Why do some leaders thrive in openness with their community and others struggle with it?

Reflect on:

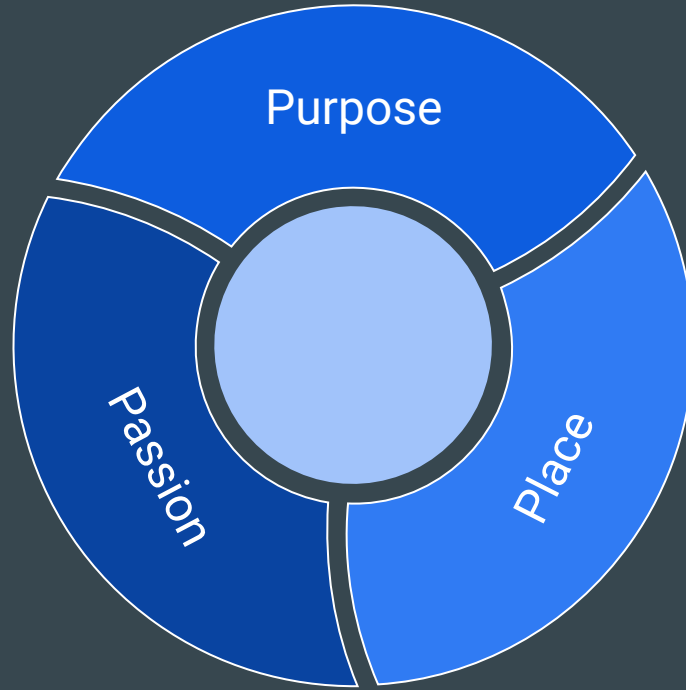
- **Personality**
- **Background**
- **History**
- **Bias**

The Role Of The Open Leader

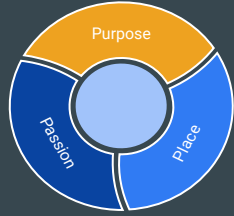
The Open Leader manifests the interaction between their Purpose, Passion & Place to provoke co-creation.



Purpose, Passion, Place



Purpose



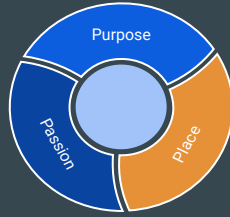
We find that open leaders are very clear about what they are there to do, to achieve, and to build. Another way to consider this is that open leaders understand the question or problem they are interested in solving. If you are afraid of community work or have self-doubt, then uncertainty about your purpose—your why—can be enormously challenging.

Openers are clear that the goal is to work and live with a purpose to build a better community, not just a school system. Rebecca Holmes often refers to this change in mental model as “think like a mayor”—to fully live in the community and public role required. This shift in approach and tactics allows open leaders to be charged with purpose, full of the clarity and energy required to take on the daunting task of community-driven system change.

-The Open System, Chapter 3: Activate Open Leadership

- **What are the big questions you are interested in asking?**
- **What compels you to do what you do?**
- **How are you able to actualize your purpose in your current, past and potentially future roles?**

Passion



Passion is a feature that we see in many openers, striking us as similar to the ancient Stoic maxim “Amor Fati”—love of fate, “not simply to bear what happens, but love it.”

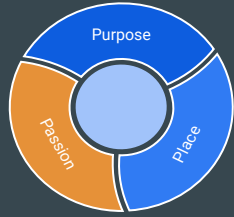
Openers with whom we work do not seem to overly despair at the ever-changing environments in which they work, the ebbing and flowing of policy opportunities, the adaptation required to open systems to changing communities.

Many of the events and challenges that come the way of the Opener - a challenging caregiver, a questioning newspaper, etc. - ought not to be seen as challenges, but as great ways to move the community forward.

-The Open System, Chapter 3: Activate Open Leadership

- What aspects of your current life and work give you flow and energy?
- What do you currently get depleted or exhausted from opening?
- Does your passion live in another place or purpose? What could that be?

Place

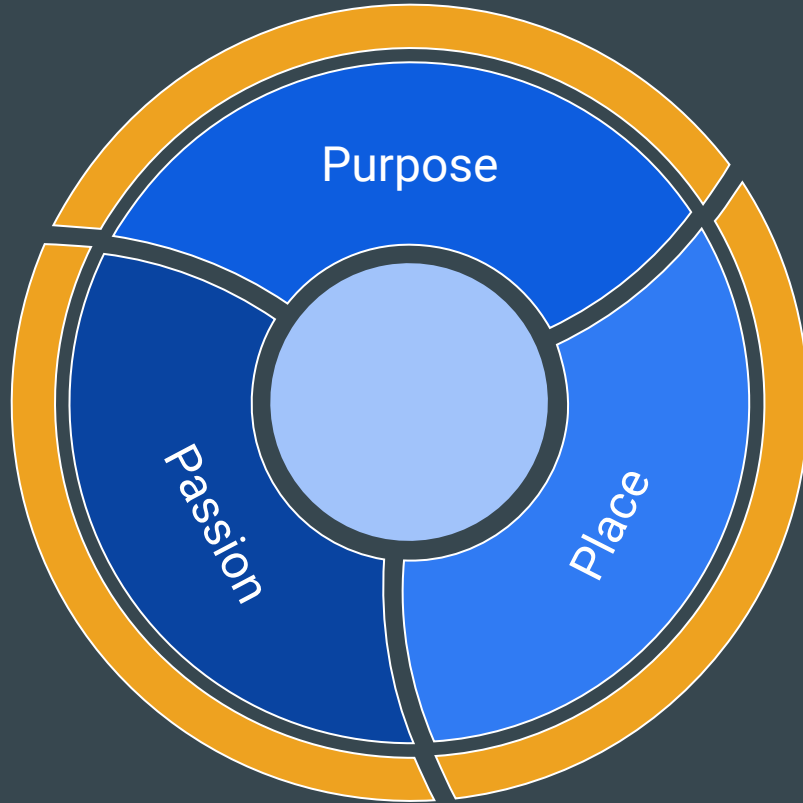


Community-driven work requires a community. It could be a neighborhood, a city, a village, or even an entire state. Opening up a system to a community requires leaders who are centered and connected to the place they serve.

-The Open System, Chapter 3: Activate Open Leadership

- What are you continually curious about in your community?
- What keeps you grounded in your place?
- What are the things you really admire about your community?

Does your wheel spin?



Closing Reflections



Remember - You Are A Democracy Builder

Let us build an open
future together

