

# CREATE OPPORTUNITIES

## TRANSFORMING SYSTEMS FOR ALL TO THRIVE



Progress depends on actively breaking from the status quo by continually creating opportunities for a different future to take hold. This can only happen if we transform systems that were never designed for all community members to thrive.

### WHAT DOES IT MEAN TO CREATE OPPORTUNITIES?

#### Expand Aspirations

Change expectations about what is possible. Recover and reimagine our larger purpose. See the “whole system,” not just isolated pieces. Be bold: ensure collaborative work is worthy of partners’ collective energy.

#### Harness the Power of Story

Start with story, it’s how we share and make meaning. Explore stories of positive and negative legacies with candor (what to leave behind and what to bring with us). Cultivate stories of hope and mutual strength, stories about the legacies we will create together.

#### Commit to Multisolving

Choose solutions that advance multiple goals at once, are mutually reinforcing, and deliver co-benefits. Upstream solutions are always multisolvers. Discard zero-sum thinking.

#### Align Investments

Develop collective investment strategies for shared community goals. Establish a balanced investment portfolio: meet the urgent needs of those who are suffering and expand the **vital conditions** essential for everyone’s **well-being**.

### STEWARDSHIP QUESTIONS



What is a past harm (i.e., legacy decision, action, or practice inherited from our ancestors) that hinders members of our community from thriving? *How might we bravely and safely hold space for healing? What is a legacy that has enhanced community thriving?*



What is a common narrative about our community and/ or our system that has a profound impact on how we think and behave? *What’s a narrative you would like to hear in the future?*



What vital condition (in addition to Basic Needs) do you see as our most significant contribution to our community’s well-being? *What are other opportunities to “multi-solve” and align investments with other partners?*

### University of Arkansas for Medical Sciences

The University of Arkansas for Medical Sciences (UAMS) increased employee compensation from the minimum wage to a local living wage. UAMS’ chancellor, chief human resources officer, and chief financial officer created institutional will, built a sustainable financial model, and secured approval from the Arkansas Department of Higher Education to ensure the institution’s more than 1,500 full-time low-wage workers are able to move out of poverty.