

## 3:12:120

### The Model of How One Person's Vision is Becoming 120 People's Vision

Andrew Parrish  
Assistant Director of Undergraduate Admissions  
University of North Carolina at Chapel Hill



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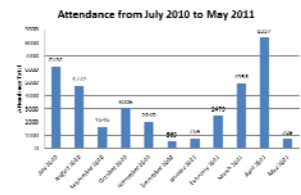
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## Context to my situation

- Scope of my responsibilities – took over in 2007
- 18,000 undergrads– 40,000 family visitors & HS group tours/year
- How we use our Ambassador program
- The Challenge—background & context to my situation
- The solution....



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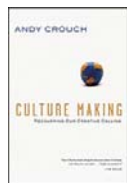
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## The Idea



“Every cultural good, whether a new word, law, recipe, song or gadget, begins with a small group of people—and not just a relatively small group but an absolutely small group...The optimal size of this small group? I suggest **three**. Sometimes it is four or five, and even two can occasionally pull it off. But **three** is the perfect number. **Three** people can fit in a Mini Cooper (barely) with room for luggage. **Three** people can talk on a conference call, convene around a table in a meeting room, or chat online without anyone getting bored or distracted or feeling superfluous. **Three** people can sit in a single booth at a restaurant and hatch plans.”

- Andy Crouch, *Culture Making: Recovering Our Creative Calling*



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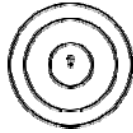
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## The 12 & 120: Mobilize Concentric Circles

"Now, for any cultural good to reach its full potential, the efforts of **more than three people** will be required. There will need to be **concentric circles** of people around the initial three who join in refining and shaping the three's initial proposal. But the surprising pattern that emerges when you start studying that propagation of cultural goods is that **these concentric circles are never very large.**" - Andy Crouch, *Culture Making: Recovering Our Creative Calling*




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## Examples of 3:12:120

- Movie Credits
- Companies
- Famous Leaders
- Executive Branch of Federal Government
- Poincare Conjecture




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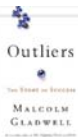
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"The essential insight of 3:12:120 is that every cultural innovation, no matter how far-reaching its consequences, is based on personal relationships and personal commitment." - Andy Crouch, *Culture Making: Recovering Our Creative Calling*



### Sir Walter Raleigh

Born without a title or land and yet rose to be an advisor and courtier of Queen Elizabeth. How?



### 10,000 hour rule

"The greatest athletes, entrepreneurs, musicians and scientists emerge only after spending at least three hours a day for a decade mastering their chosen field." - Malcolm Gladwell  
What can we learn from this?




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### "A journey of a thousand miles begins with a single step"

—Ancient Chinese Proverb

- Started with a single e-mail
- Asked framing questions— "what could this organization look like?"
- Listened, listened, listened
- "Can we do this every Wednesday night?"
- Vision team is born!—10 people



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### "It All Starts With You"

- Set the Tone
- Most people are not going to contribute equally. There is going to be a natural bell curve.
- How can I make sure the people at the most involved end of the curve join my organization?
- *You* have to be the type of person people want to follow.

"It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat."

—Teddy Roosevelt at the Sorbonne in Paris, April 23, 1910



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### Impact

- "He's asked more out of us, but I think that's good. He genuinely cares for everyone in the Ambassador program." — Ryan
- "He is inclusive and accessible. Andrew is also exceptionally pioneering; he recognizes the assets of all and creates a unified, dynamic team atmosphere. He's such a productive goofball. He knows how to fuse positive energy with visionary decision making." — Andrew
- "Andrew's good-hearted nature is infectious. It radiates from him like a halo of light. The air around him hums with integrity." — Laura
- Interpersonal relationships & commitment



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## First Steps of Vision Team

- What did I find out from the vision team?
- Came up with Cabinet & Tour coordinator hybrid model
- Conversation led to:
  - 3 guiding themes that led to...
  - 4 specific aims that led to...
  - Written plans with SMART goals
- The importance of trust



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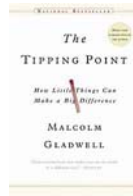
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## Recruitment Ideas

- Legacy & impact—two important words on our campus
- Legacy t-shirts—Google “word of mouth idea”
- Differential recruitment—Morehead-Cain, Robertson, Pogue letter idea
- Grassroots efforts—getting all 120 involved
- Find the “connectors”



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## Other Ideas

- New class retreat
- New class scavenger hunt
- Induction ceremony
- Dance
- Senior pin
- Senior moments
- House competition
- Ambassador Web site



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## The 12

- Development of committees
  - The next concentric circle
  - Slow growth
- What helped?
  - Exec team recruited members for committees
  - Proving worth through action
  - Written plans = "We mean business"




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## The 120

- The final concentric circle = the rest of the organization
- Set minimum expectations
  - Weekly four time
  - 2 recruitment events, 3 phone-a-thons
  - Evolution of meetings
  - 3 strike system
- Accountability
  - Progress reports
- Participation record
  - Increased participation by 23% just between 1<sup>st</sup> year and 2<sup>nd</sup> year alone




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## Results



- 2009-10 class of 54 new Ambassadors contained
  - 13 major scholarship recipients (four combined in previous 3 classes)
  - Almost 1/2 of the incoming class of 54 were either in our honors program or were semi-finalists or higher for our top scholarships
  - Nearly doubled percentage of underrepresented minorities between 2006 and 2009
  - 88% of first years came from the targeted first-year letter campaign
- No mentions for program in Daily Tar Heel first two years (only 2 mentions in previous 8 years).
  - 2 mentions last year (3<sup>rd</sup> year); 8 mentions this year (4<sup>th</sup> year)
- 1<sup>st</sup> year – 154 applicants; 2<sup>nd</sup> – 188; 3<sup>rd</sup> – 238; 4<sup>th</sup> – 388
- Order of Golden Fleece - 20 selected each year from approximately 8,000 juniors & seniors; 9 Ambassadors tapped in the past 3 years.
- Had our first Ambassador in recent past win a Fulbright this year.

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## What I've Learned

- Learned consensus building
- Want it to be student-led, but how much can it truly be student-led? Where are the boundaries?
- Made mistakes when I made assumptions
- Accountability
- Timeline



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## Discussion

- Questions?
- What other ideas are out there?
- What have others done to build an Ambassador program?
- What worked? What didn't?
- How do you create sustainable change with a group that always changes?



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