

# Collective Impact: A Framework for Transformative Community Change

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# There Are Several Types of Problems

## Simple

### *Baking a Cake*



Right “**recipe**” essential  
Gives same results every time

## Complicated

### *Sending a Rocket to the Moon*



“**Formulas**” needed  
Experience built over time and  
can be repeated with *success*

## Complex

### *Raising a Child*



No “**right**” recipes or protocols  
**Outside factors** influence  
Experience helps, but doesn't  
*guarantees success*

The social sector traditionally treats  
problems as simple or complicated

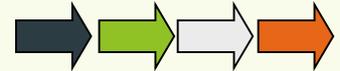
# Traditional Approaches Are Not Solving Our Toughest Social Problems

## Isolated Impact



- Funders select **individual grantees**
- Nonprofits **work separately** and **compete**
- **Evaluation** attempts to **isolate** a particular organization's impact
- Large scale change is assumed to depend on **scaling organizations**
- Corporate and government sectors are often **disconnected** from foundations and non-profits

## Collective Impact



- All players work toward the **same goal** and **measuring the same things**
- **Cross-sector alignment** occurs, with government and corporate sectors as **essential partners**
- Organizations actively **coordinate** their action and share lessons learned

Imagine a different approach –  
Multiple players working together to solve complex issues

# Collective Impact Is a Unique and Differentiated Approach to Bringing Actors Across Sectors Together



Type of Collaboration	Definition
<b>Collective Impact Initiatives</b>	Long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem
<b>Funder Collaboratives</b>	Groups of funders interested in supporting the same issue who pool their resources
<b>Public-Private Partnerships</b>	Partnerships formed between government and private sector organizations to deliver specific services or benefits
<b>Multi-Stakeholder Initiatives</b>	Voluntary activities by stakeholders from different sectors around a common theme
<b>Social Sector Networks</b>	Groups of individuals or organizations fluidly connected through purposeful relationships, whether formal or informal

# COLLABORATION

Convene around  
programs / initiatives

Use data to prove

Addition to what you do

Advocate for ideas

# COLLECTIVE IMPACT

→ Work together  
to move outcomes

→ Use data to improve

→ Is what you do

→ Advocate for what works

# Working in Collective Impact Requires a Mindset Shift

**Adaptive vs. Technical  
Problem Solving**

**No Silver Bullets... But We  
Do Have Silver Buckshot**

**Focus on goal, but allow  
solutions to emerge**

**Credibility vs. Credit**

**Balancing accountability for  
impact with accountability  
for learning**

# Five Elements of Collective Impact

**Common Agenda**

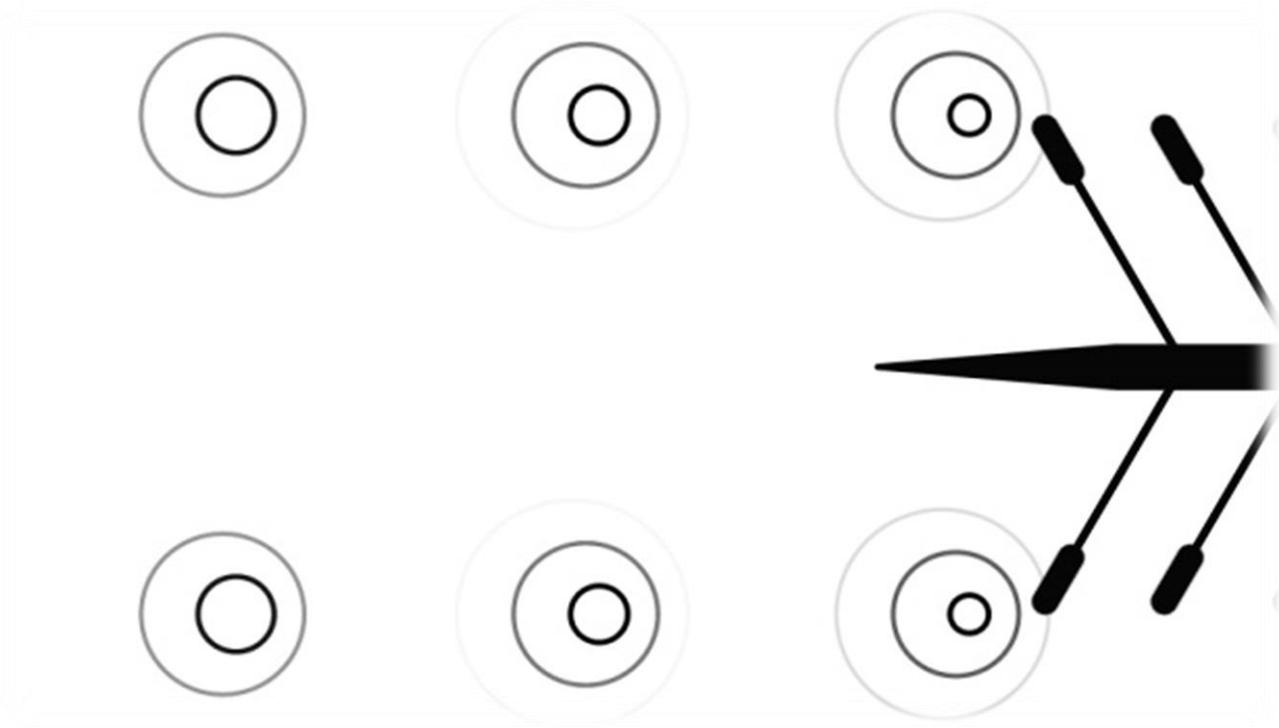
**Shared  
Measurement**

**Mutually Reinforcing  
Activities**

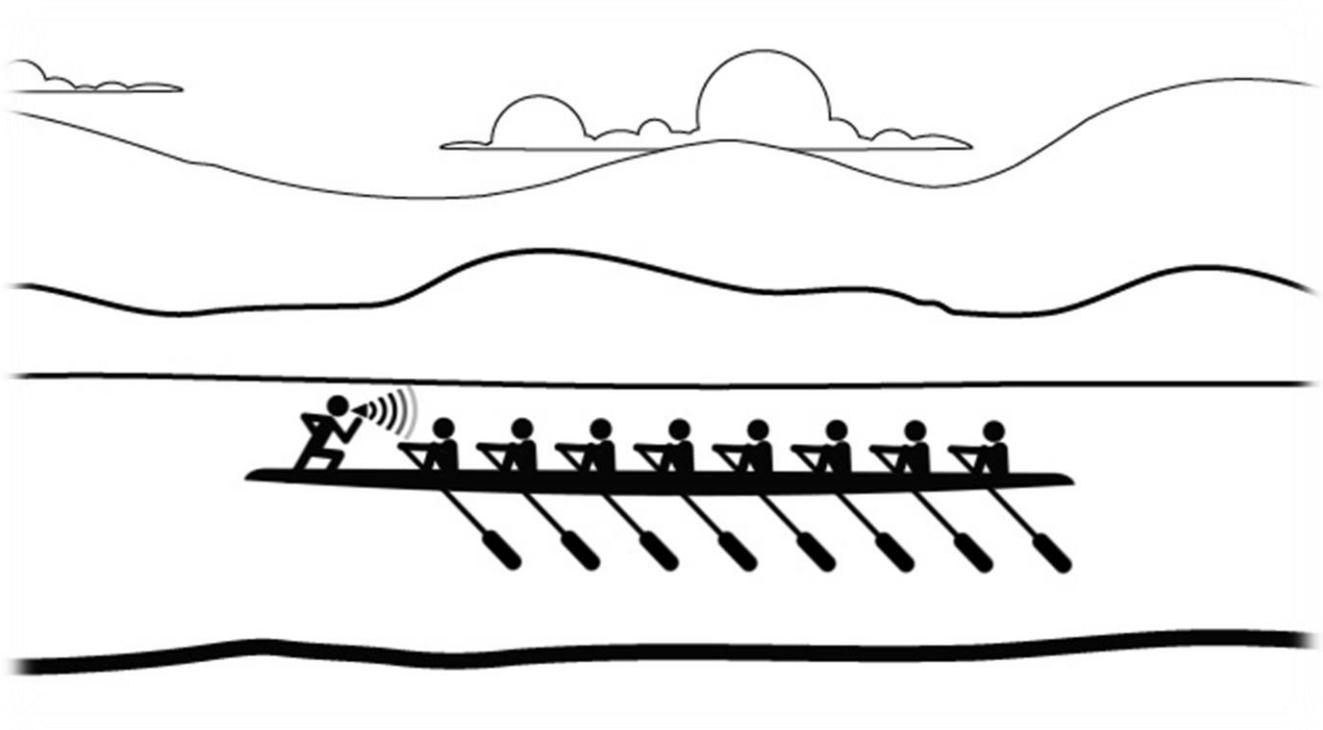
**Continuous  
Communication**

**Backbone  
Organizations**

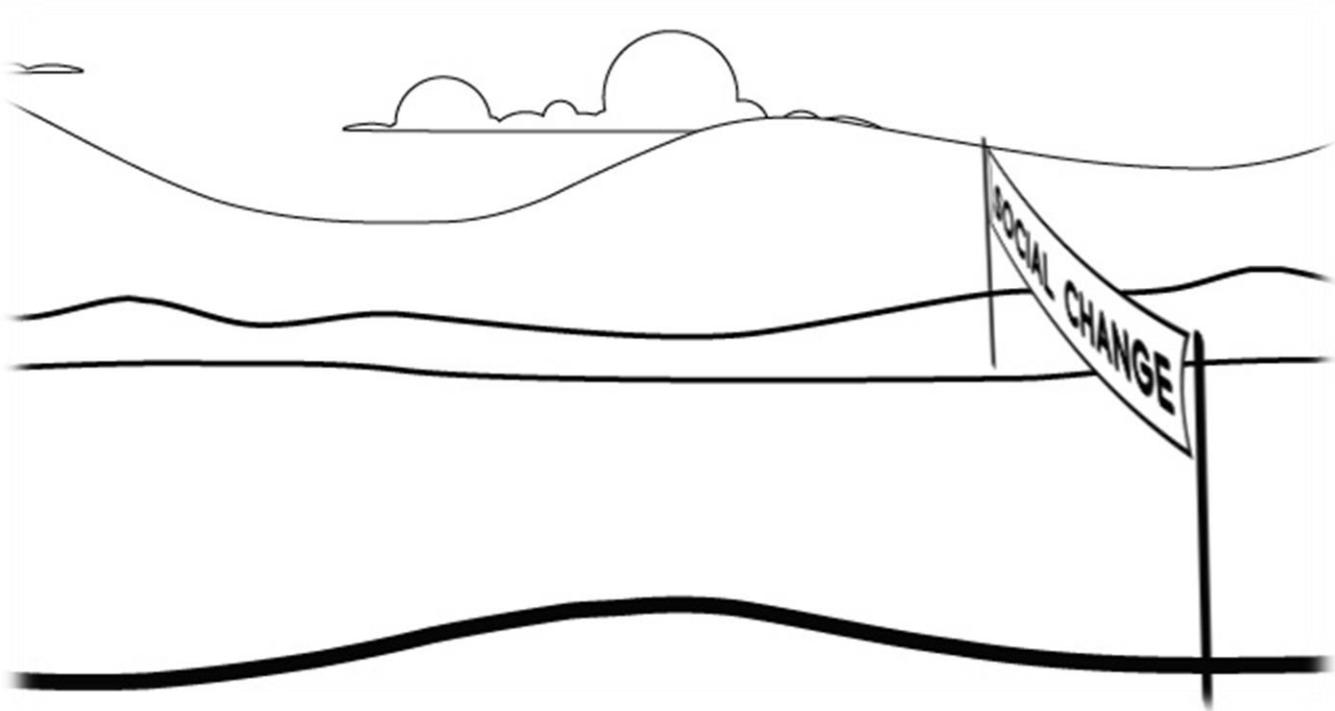
# Common Agenda



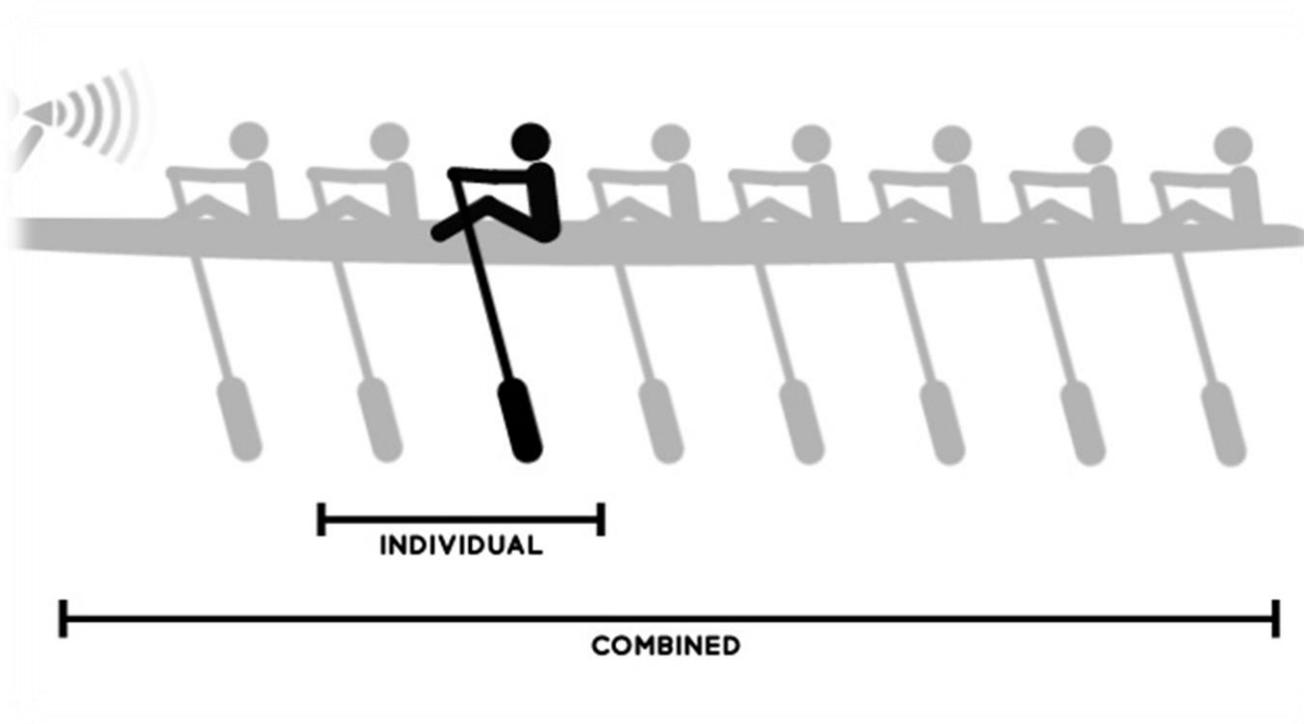
# Common Agenda



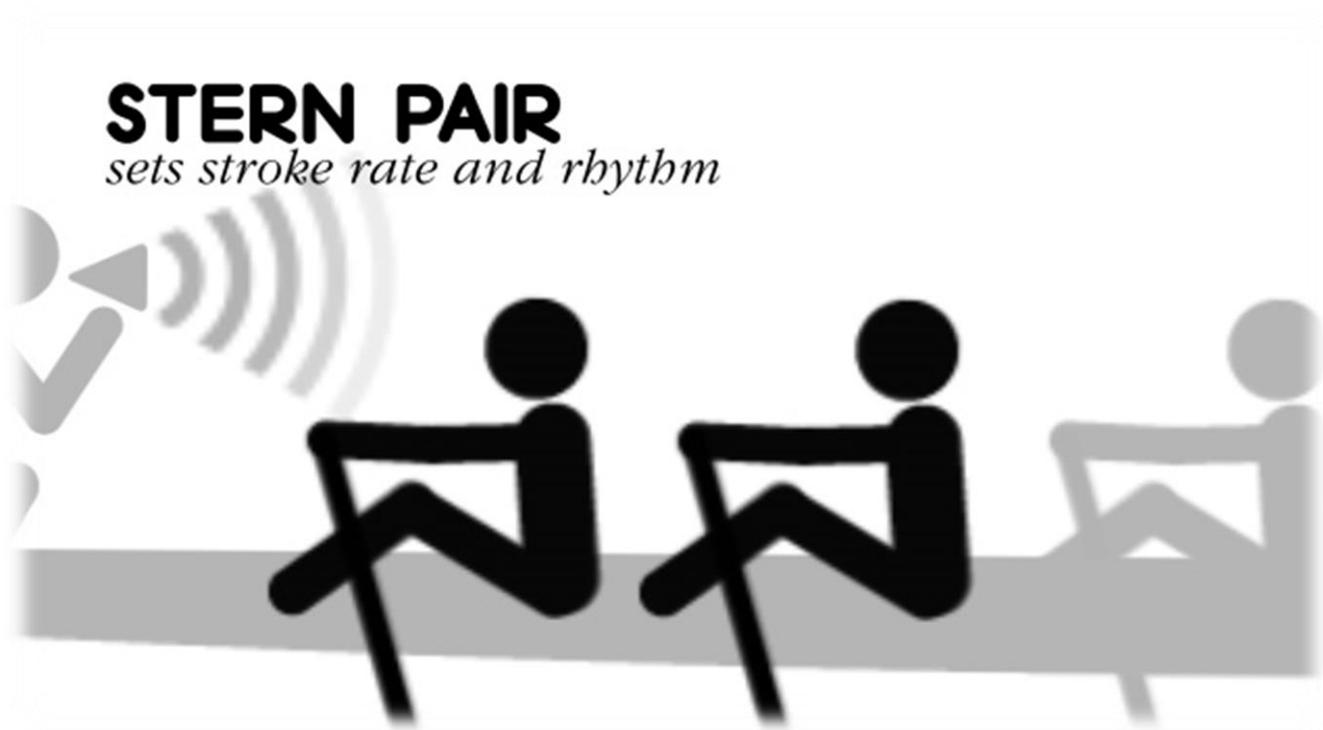
# Common Agenda



# Shared Measurement



# Mutually Reinforcing Activities



# Mutually Reinforcing Activities

## **THE POWERHOUSE**

*less technical rowers but more powerful*



# Mutually Reinforcing Activities

## **BOW PAIR**

*most technical pair, sets balance*



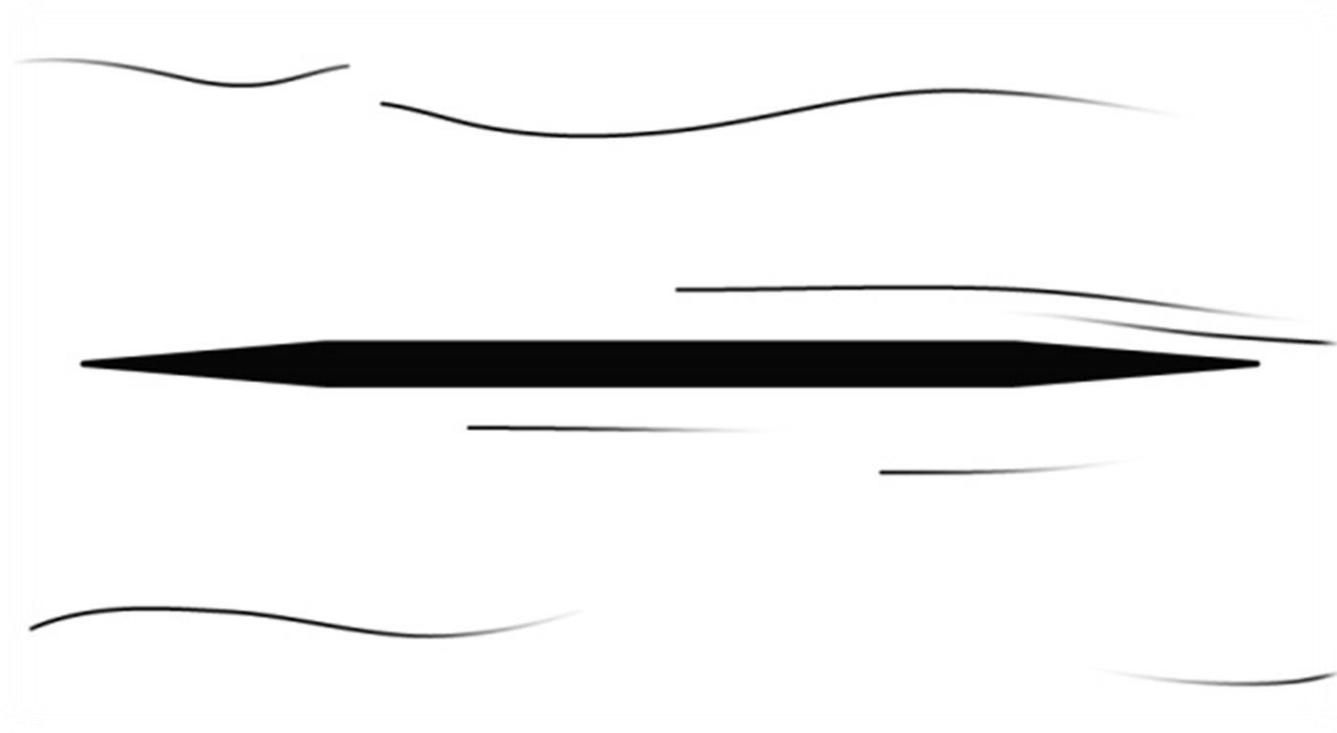
# Continuous Communication

**COXSWAIN**

*coordinates power and rhythm*



# Backbone Support



# Cincinnati Case Study



# Themes of our organic learning journey

- ▶ Community's problems did not develop overnight. Must take a long-view approach. (Philanthropy uniquely suited to do so)
- ▶ Real solutions must go beyond what any one program can achieve; they must address the root cause.
- ▶ We were program rich, but systems poor
- ▶ We needed to do things differently. Together.
- ▶ Did we have the *civic infrastructure* it will take? The answer was no.
- ▶ Collective Impact was the answer. The language just hadn't been invented yet.

# Building the Civic Infrastructure

2000:  
LISC

2006:  
Strive

2008: Partners  
for a  
Competitive  
Workforce

2012:  
Green  
Umbrella

2015:  
ArtsWave

2003:  
Success By  
Six

2006:  
Skyward

2009:  
Agenda  
360

2014:  
GenH



# In 2012, GCF made a 5-year commitment to support multiple local backbone organizations

## *Components of GCF's Investment*

<b>Provide change capital</b>	<ul style="list-style-type: none"><li>• Provide five years of “change capital” to a cohort of six backbone organizations as a way to test whether or not sustained and reliable support from GCF would enable the region’s key catalysts for change to scale up and increase the pace of their efforts</li><li>• The investment was \$3.5M over 5 years (2012-2016)</li></ul>
<b>Facilitate a community of practice</b>	<ul style="list-style-type: none"><li>• 2012: Established and convened a community of practice with a cohort of 6, hosted a community forum</li><li>• 2013: Expanded community of practice to Arts Wave, Cradle Cincinnati, Women’s Fund, and Collective Impact on Health and provided technical assistance on communications and how backbones can better articulate their value</li><li>• 2014: Expanded cohort to include Green Umbrella, provided technical assistance on design thinking for building community will</li></ul>
<b>Build the capacity of local backbones and the field</b>	<ul style="list-style-type: none"><li>• 2012: Evaluation framework for assessing the work of backbones in collective impact</li><li>• 2013: Effective ways to communicate the backbone story and framework for assessing sources and measures of influence</li><li>• 2014: Human-centered design approach</li><li>• 2015: Initial effort to bring an equity lens to collective impact by disaggregating key data</li></ul>
<b>Champion the need to support systems change</b>	<ul style="list-style-type: none"><li>• Published multiple blogs in Stanford Social Innovation Review</li><li>• Multiple publications and presentations throughout the US</li><li>• Consulted with more than 50+ communities across the US, and 5 countries outside the US</li><li>• Backbone leaders sought for their thought leadership and heralded as models of success</li></ul>
<b>Evaluate the backbones’ efforts</b>	<ul style="list-style-type: none"><li>• 2012: Baseline evaluation, identifying shared theory of change, six core activities of a backbone, and corresponding indicators of effectiveness</li><li>• 2013: Determined backbones’ sources of leverage and influence</li><li>• 2014: Synthesized primary and secondary data</li></ul>

# What We Hoped to Accomplish

Primary:

- ▶ Accelerate change in six key community sectors/initiatives

Secondary:

- ▶ Learn more about what it takes to do this work well; how to best evaluate, communicate, and support it
- ▶ Foster collaboration among backbones
- ▶ Share knowledge with the field

Backbone support

# It Is Not Always Easy to See the Value of Backbone Organizations' Work

## *The Role of Backbone Organizations Is Often Described with a Metaphor...*

- *“(They are) kind of like the **quarterback**—doesn’t end up in the end zone, but they’re the ones handing it off, making a pass or calling a different play if the defense looks different.”*
- *“I’m at a lot of events with people in the know who don’t understand what these backbones do. But they are doing what they are supposed to do—the work **behind the scenes**. They both fill a role that, if it weren’t for them, no one would be pushing certain items.”*
- *“They are an **umbrella** that can say, ‘this is an issue, let’s address it together.’”*
- *“They serve as the **voice** for early care and education and bringing issues to the tables to funders that may not otherwise be heard.”*
- *“(The backbone) has also formed a **bridge** between early childhood agencies, corporate leaders, and funders.”*

# Backbone Shared Theory of Change



# Six Core Activities of Backbone Organizations

**Guide Vision and Strategy**

**Support Aligned Activities**

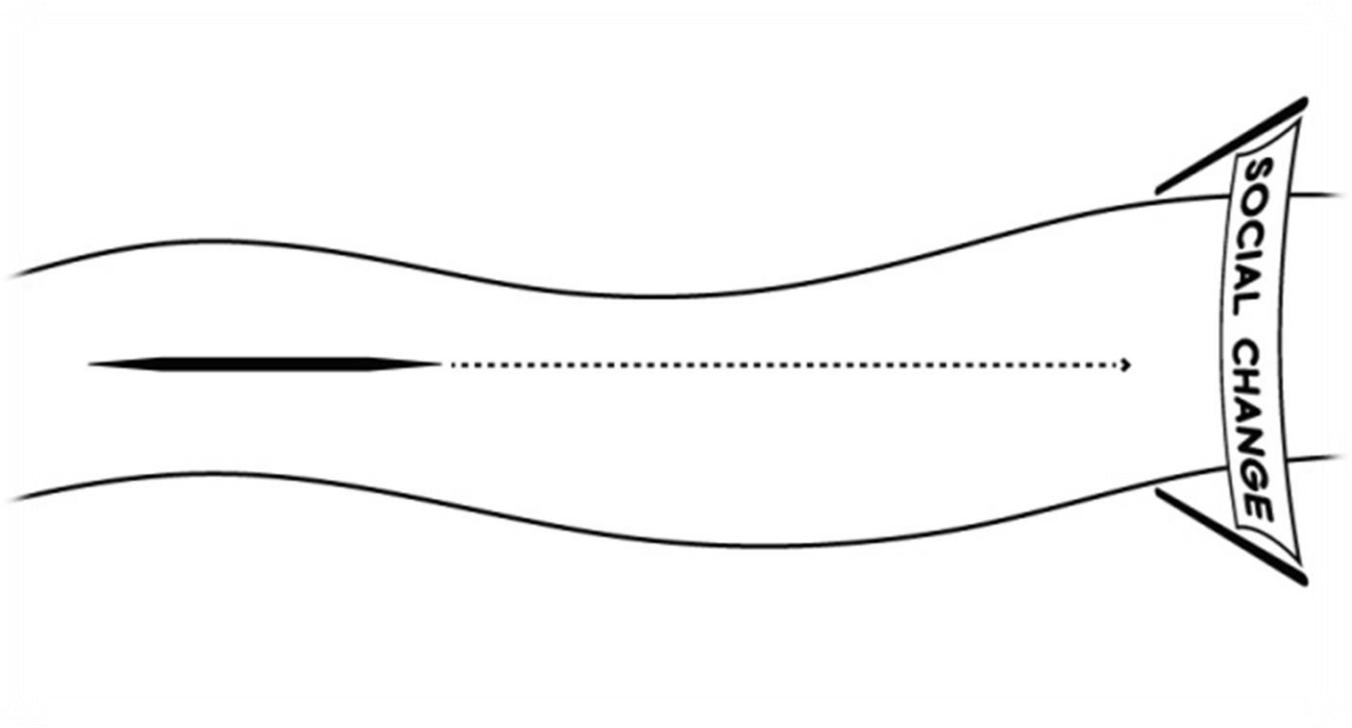
**Establish Shared  
Measurement Practices**

**Build Public Will**

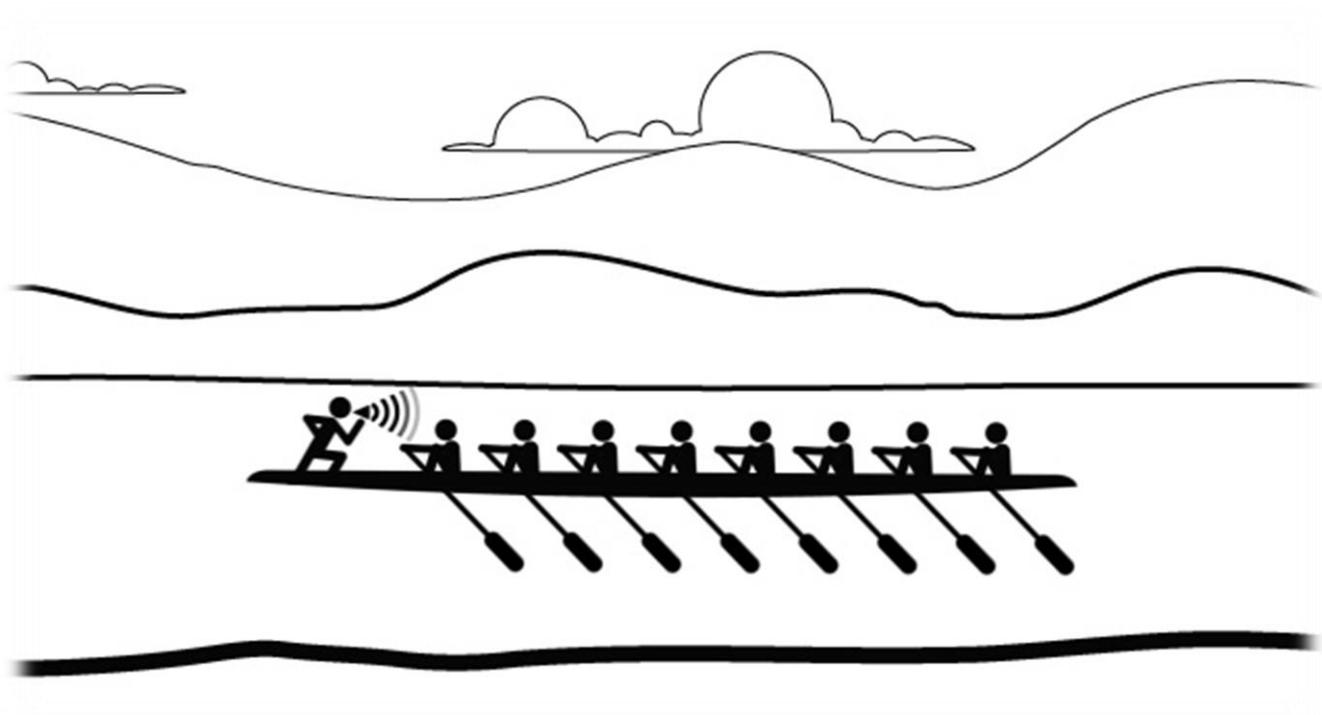
**Advance Policy**

**Mobilize Funding**

# Guide Vision and Strategy



# Support Aligned Activities



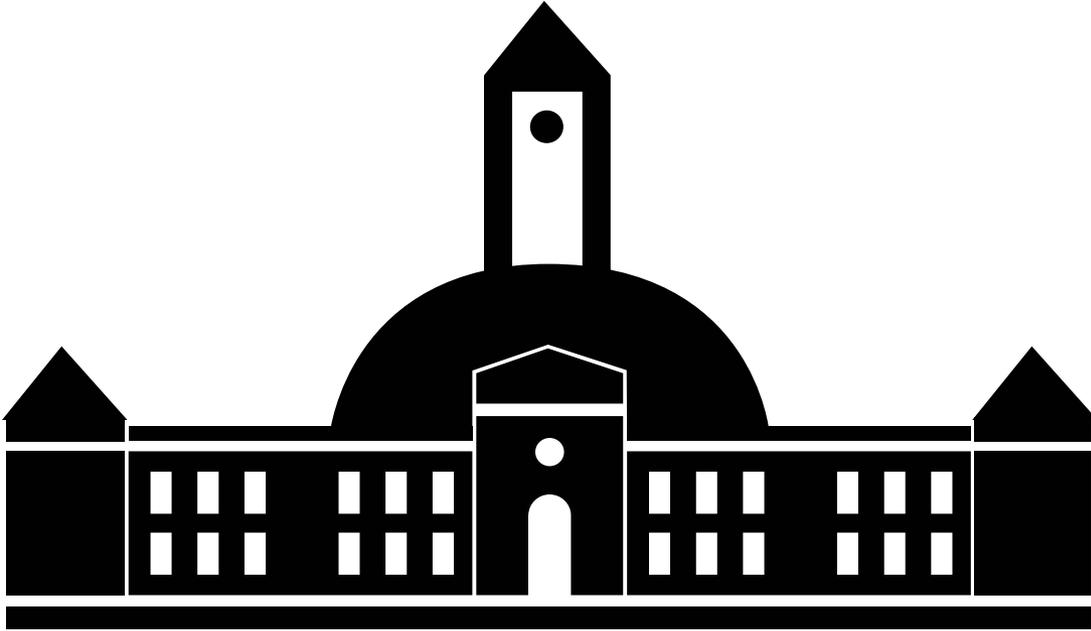
# Establish Shared Measurement Practices



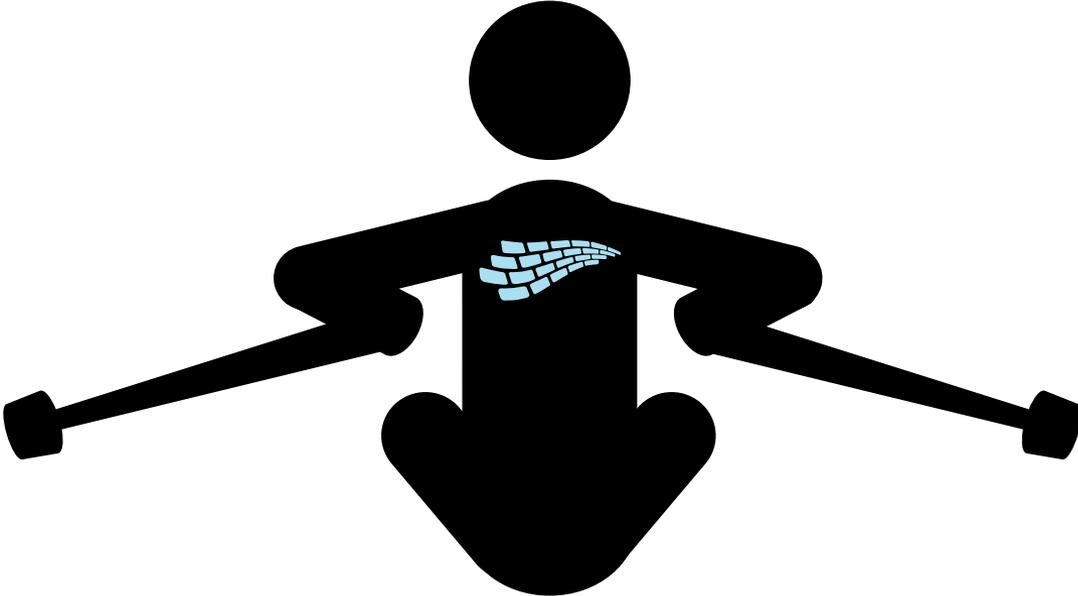
# Build Public Will



# Advance Policy



# Mobilize Funding





# Results

Tremendous philanthropic, corporate, and public investments are leveraged through the backbone cohort, unlike virtually anywhere else in the nation; businesses and foundations believe funding these backbones will move the needle in the region

<b>Backbone Organization</b>	<b>New and Aligned Funding: 2012-2015*</b>
Agenda 360	\$2.3MM
Green Umbrella	\$2.9MM
LISC	\$664.0MM (place matters and other LISC neighborhoods)
Partners for a Competitive Workforce	\$53.0MM
StrivePartnership	\$36.3MM
Success by Six	\$43.0MM
Skyward	\$18.6MM
<b>Total</b>	<b>\$820.1MM</b>

*\* Aligned and new funding, also stated as leveraged funding, is not necessarily received only by the reporting organization, but results from the work of the organization*

GCF's investments in the backbone cohort has created numerous partnerships across sectors, increased social and political capital through this influential network, and improved collaboration and alignment in the region that is recognized nationally

**National recognition for social change**

The Greater Cincinnati region is held up as the national model for collective impact. International and national leaders are looking at the systems changes and civic infrastructure of the region and how it is transforming outcomes around poverty.

**Political and social capital**

The backbone cohort holds some of the region's most influential leaders and its network touches many sectors, levels of government, and neighborhoods. This network possesses large political capital that has been developed through the initiatives themselves, and social capital among the backbone leaders. If this network is fully mobilized, it has the potential to shift policy and investments unlike virtually any other region in the nation.

**Actionable partnerships**

Within the community of practice, cross-pollination of ideas has led to cross-sector collaboration and initiatives among backbone organizations. FSG has identified partnerships that are leading to a “multiplier effect” in the region:

- Success by Six and PCW: awarded Kellogg grant around two-generation strategies
- Success by Six and LISC: expanded Born Learning Academy in place matters neighborhoods
- PCW and LISC: performed an employer scan in place matters neighborhoods
- Arts Wave and LISC: provided neighborhood activation arts grants for culture programming in place matters neighborhoods
- StrivePartnership and Success by Six: supported social impact bonds through Every Child Capital and universal preschool through Preschool Promise
- Skyward and Agenda 360: produced Regional Indicators, Diverse by Design, and Connecting Region Transit reports; incubated Green Umbrella
- Skyward and PCW: launched Workforce Development Coalition

# Agenda 360 shifted the narrative around diversity, talent attraction, and economic vitality in the region, leading to new initiatives and investments by the business community and elected officials



## Civic Infrastructure

- ▶ Agenda 360 has **altered the discourse around economic vitality** through its business case for diversity in the workforce. The Regional Indicator reports launched a new consciousness around **inclusion of immigrants and racial/ethnic minorities in the region**, drawing businesses and elected officials to work fervently together.
- ▶ The Diverse by Design (DBD) initiative brings **150 companies together in a community of practice (CoP)** with 400 volunteers and 5 action teams to strategize around inclusivity, diversity, and culture within their businesses and the region at large. A Fortune 50 business leader remarked that the CoP is “the United Nations here, we come together and connect... pulling in small, medium, and large businesses, creating relationships and bonds that we didn’t have before.”

## Systems Change Outcomes

- ▶ Agenda 360 is valued as the backbone for this CoP, which is **improving the culture and practices of businesses and government**. Experienced companies are mentoring others on supplier diversity and the creation of employer affinity groups. Agenda 360 has shifted cultural norms and the narrative around the region’s economic competitiveness: One business intermediary stated that the 2012 Diverse by Design (DBD) report “is worth millions of dollars. It changed the conversation and convinced leadership of companies in the cities that ‘if we don’t change, we are in trouble.’ We realize we are in deep trouble - losing talent, not attracting new talent - we are losing ground.”
- ▶ The work of the DBD immigration action team led to the **Mayor’s Task Force on Immigration and the launch of the Center for New Cincinnatians**. Agenda 360 was spotlighted by Diversity Best Practices, ABC news, and other outlets; other regions have also reached out to replicate this model. Agenda 360’s ability **to influence key stakeholders using data**, gain the leadership of business and government leaders, and create a culture of learning is truly unique in the field.

## Community-Level Impact

- ▶ From 2010 to 2015, the Cincinnati metro area gained 83,000 total jobs, the population of 20-34 year olds grew by 20,000, and gainful employment reached 90%. Agenda 360 has **seen progress in population growth of a younger workforce, total jobs, and gainful employment**. By 2020, young professionals are projected to grow by 65,000 and the region may gain 131,000 total jobs. Although **gainful employment has already reached its 2020 goal of 90%**, population growth and job growth are not likely to meet the 2020 goals despite positive projections and a healthy rate of progress.

# Green Umbrella is a model for other cities seeking to build a strong community and take action around environmental sustainability

## Civic Infrastructure

- ▶ In a short amount of time, Green Umbrella (GU) has **made great progress in unifying previously-siloed environmental sustainability actors** into a community that is passionate about connecting with one another. As one interviewee noted, “We’re developing formal and informal networks to work together.” That’s really powerful. FSG was struck by GU stakeholders’ passion, indicating both GU’s impact, and also that GU has filled an important community need.
- ▶ GU builds relationships through a 400 person annual summit, a 4,500 person email distribution list, 8 action teams, the Green Drinks happy hour, and by supporting multiple initiatives such as the Red Bike program. GU has also succeeded - relative to other sustainability efforts - in **engaging the business community**. This is notable given that environmental sustainability issues have the potential to divide the business and social sectors.
- ▶ **These relationships have tangible benefits, in the form of action-oriented partnerships.** A non-profit leader said, “As soon as a project idea takes hold, you can quickly pull in the right partners. With the 20 individuals represented at the Action Team meeting, their entire network gets pulled in as well.”
- ▶ Most interviewees acknowledged that **GU must more intentionally involve underserved communities** at the strategy level and as participants in GU’s many community building activities.

## Systems Change Outcomes

- ▶ Among system-level outcomes, GU has made the most progress in creating a **culture of learning, dialogue, experimentation, and reflection.** The core of learning and experimentation is a set of key outcomes and time-bound goals for 2020; this is the first time a collective vision and shared indicators of success have been agreed upon in the region, and is a notable accomplishment given the breadth of the environmental sustainability field. **Experimentation has led to numerous independent, highly resourced initiatives**, such as the Red Bike program (50 stations and over 100,000 rides in 15 months), Taking Root campaign (planting of 170,000 trees), and the Tri-State Trails Master Plan (1,000+ miles mapped).
- ▶ Interviewees noted **two areas of opportunity**: changing the social and cultural norms of the general population, and advocating for public policies that not all in the GU coalition may agree with.

## Community-Level Impact

- ▶ Given that GU is in the early phases of using collective impact, **we would not expect to see significant progress against community-level indicators.**
- ▶ Two interviewees with regional and national perspectives said that **other communities, such as Louisville and Dayton, are looking to GU as a model.**

LISC is recognized nationally for its advocacy and capacity building support that has strengthened the network of CDCs and leveraged over \$100MM for revitalization in 5 distressed neighborhoods



### Civic Infrastructure

- ▶ LISC plays a **strong convening role** and actively **engages critical community partners** around comprehensive community transformation. With a community-centered model, LISC has provided training and funding for CDCs to lead visioning sessions that involve residents, businesses, and government officials in developing a neighborhood quality of life plan. Public and private funders, city officials, banks, CDFIs, and CDCs have **refocused their collective energy to develop a common vision and align approaches** to neighborhood revitalization and economic development with place-based strategies proposed by neighborhoods. This is creating a win-win situation for neighborhoods and funders who are **building trusting relationships** and identifying key investments that will catalyze distressed communities.

### Systems Change Outcomes

- ▶ LISC has **shifted the paradigm around investments in neighborhood revitalization** at a time when funders were frustrated, communities suffered from disinvestment, and CDCs lacked capacity in the region. Funders now realize that this work is “not a sprint but a marathon” and have committed to supporting communities for the long-haul.
- ▶ LISC even tapped into this network to advocate for a land bank in Cincinnati, directly resulting in **increased investments** for demolition and development in the region. Over the past five years, LISC has **leveraged over \$100 MM in national grants and market tax credits** for development, including a \$29.5 million HUD Choice Neighborhoods implementation grant - one of three grantees nationally; other regions would covet this award. LISC has received recognition as a best practice model for creative place-making and housing development from the National LISC and HUD.
- ▶ Funders and CDCs overwhelmingly agree that there is **significant improvement in commercial development and the housing market** due to LISC’s leadership. One funder expressed that this neighborhood development will have a “catalytic effect for the city and county” and grow the tax base.

### Community-Level Impact

- ▶ LISC has made **progress in education, health, and housing outcomes** in its target neighborhoods. These communities have higher academic achievement in 4th grade, fewer foreclosures, and greater prevalence of excellent or good health among residents. However, **poverty and unemployment indicators**, related to the income outcome, are on the **wrong path**. Stakeholders interviews indicated a need to address the root causes of poverty and economic opportunity at the neighborhood level to reverse these negative trends.

# 2016 Year In Review

LISC investment in Greater Cincinnati and Northern Kentucky neighborhoods

**\$8,325,595**

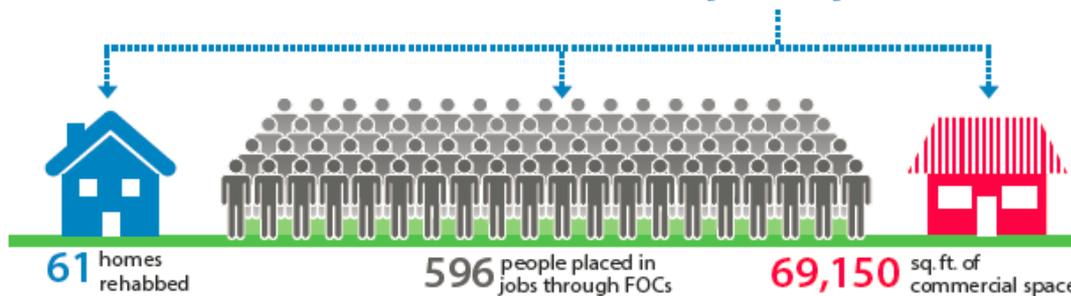
**\$2,285,787**

in grants awarded



**\$6,039,808**

in loan financing



## Place Matters

**\$8.9**

million leveraged in



17 new businesses attracted

**7** NEIGHBORHOODS

Avondale Newport West End  
Covington Price Hill  
Madisonville Walnut Hills

**8,095** volunteers engaged



**401** neighborhood based partnerships

**1,295** tax returns prepared

**364** workforce training graduates



# PCW is brokering relationships and changing mindsets, leading to strong community outcomes around workforce development



## Civic Infrastructure

- ▶ PCW has **successfully brokered relationships among sectors that traditionally have not worked well together**: business, higher education, and workforce investment. Structural barriers, such as funding streams, often dis-incentivize collaboration among these sectors. As a third-party convener, PCW has risen above politics by bringing the sectors together; PCW does this by using data (e.g., workforce needs surveys) to spark conversations and find win-wins.
- ▶ The most powerful and illustrative example FSG uncovered is how PCW and Skyward facilitated the creation of advanced manufacturing career pathways in Northern Kentucky. According to one interviewee, "A year ago, manufacturers in our county were complaining that Gateway Community College wasn't graduating students [who could enter immediately into in-demand jobs]. At the same time, Gateway was complaining they couldn't effectively recruit students." **PCW brought both sides to the table**, eventually brokering a pilot career pathway for Enhanced Operators

## Systems Change Outcomes

- ▶ Among system-level outcomes, PCW has excelled in two areas: **establishing a culture of experimentation and learning** (which has led to the career pathway programs that now exist), and **gaining active participation from partners across sectors**.
- ▶ For example, **PCW aims to be employer-led, and it has largely succeeded in this regard**. Interviewees from the business sector praise PCW for creating partnerships that meet their needs. As one business leader said, "My work with PCW has been the most rewarding and impactful I've taken on in the last 15 years. We're seeing results, and I'm so impressed with the momentum we've built. Folks at [my company] are very aware of that, from the President on down." In addition, funders praised PCW's contributions: "From a funder with an economic development mindset, PCW is an easy bet for us - a no brainer."

## Community - Level Impact

- Since 2008, PCW has served more than 10,000 individuals across five career pathway partnerships. Of that total, 89% completed training, earning about 10,142 credentials, and **78% obtained employment with 67% retaining employment after 12 months**. For the BOLD goal, a **90% gainful employment rate has been achieved**. An independent, third-party study of career pathway participant outcomes showed up to **40% higher employment rates and up to 58% higher wages** versus people who take a more traditional path to employment.

# **PCW IS OUR REGION'S EFFORT TO CLOSE THE SKILLS GAP**

**Partners for a Competitive Workforce is a tri-state partnership, managed by United Way**

**We are 150+ organizations joining efforts...**

- > employers**
- > workforce boards**
- > chambers and economic development entities**
- > education and training institutions**
- > community organizations**

**... to go farther, faster.**

# Sector partnerships are closing the skills gap in key industries



**HEALTH CARE**



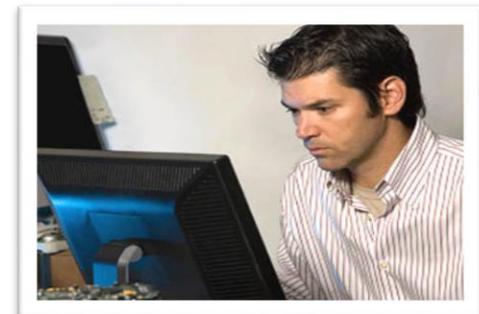
**ADVANCED MANUFACTURING**



**SUPPLY CHAIN**



**CONSTRUCTION**



**INFORMATION TECHNOLOGY**

# **WE ARE DELIVERING RESULTS FOR WORKERS**

**11,270+ served**

**79% obtaining  
employment**

**67% retained for  
12 months**

**Increased annual  
earnings by up to  
\$7,500; \$7.3M  
per year total**

# INDEPENDENT EVALUATION

Compared to traditional job training programs, PCW-supported programs deliver:

▶ **40%** higher employment rates

▶ Up to **58%** higher earnings

▶ Up to **\$3** returned for every **\$1** invested

# WE ARE DELIVERING RESULTS FOR EMPLOYERS

## Health Careers Collaborative ROI Studies

### ▶ Monetized benefits:

- ▶ Increased retention provides up to \$69,000/year savings, 11.9% ROI
- ▶ Wage gains for employees: \$18.95/hr. vs. \$16.15/hr.

### ▶ Non-Monetized benefits:

- ▶ Increased racial diversity: 8-12% difference in team composition
- ▶ Improved staff morale and engagement

## Manufacturing Industry Partnership ROI Study

- 875% ROI for entry level machine operator training
- 30% reduction in OJT time for trainees



# Skyward is a trusted convener and hub for regional planning, fostering cross-sector collaboration and strategic alignment of priorities and funding in Northern Kentucky



## Civic Infrastructure

- ▶ On the quest to reimagine community vitality, Skyward has built a **culture of dialogue and reflection through community visioning** in Northern Kentucky. Skyward has been able to create common vision and align strategies, often supporting new initiatives within or across sectors, and using the insights of local residents, leaders, and businesses.
- ▶ Interviewees emphasized that Northern Kentucky includes a large number of municipalities and counties which creates competitiveness and barriers to policy change and critical programming. Skyward is seen as “the hub and the convener... there is **one entity that is working to pull together everyone** to work together and row in the same direction.”
- ▶ In 2008, Skyward brought together a group of regional leaders in the education, business and community sectors that **resulted in the Northern Kentucky Education Council**, it now influences the cradle to career pipeline in 6 counties and 18 school districts. Skyward was able to help technical colleges and advanced manufacturing companies manage their differences and build trust, and thus built the **groundwork for the Workforce Coalition**, a partnership with PCW to strengthen the supply of talent for advanced manufacturing through educational pathways in the region.

## Systems Change Outcomes

- ▶ Skyward has convened key stakeholders and launched partnerships that brought new coordination and greater investment to the region. Skyward, ezone, and the College of Informatics **started the UpTech Business Accelerator** in 2012. In its first three years of operation, UpTech helped create over 20 new technology companies, spurred the development of an innovation district, and helped create a **\$5 MM investment fund**. A funder remarked that “this organization probably would not have launched if it did not have the support of Skyward.”
- ▶ Another Skyward initiative is the **Catalytic Fund, which leveraged an estimated \$400 MM in economic development projects** to provide financing assistance for quality residential and commercial real estate projects in Northern Kentucky.

## Community-Level Impact

- ▶ Despite the absence of population-level metrics for regional stewardship, urban renaissance and competitive economy for the 2005 plan, strides have been made in the areas of environmental stewardship and educational attainment. To measure impact, the new **2015 myNKY plan has explicit metrics** in health, education, vibrancy, and jobs. In 2015, positive progress was found for kindergarten readiness and community enhancement; **\$530,000 was collected for an urban pre-development fund** and 50% of childcare centers were rated high quality.

# Heralded as a best practice nationally, StrivePartnership has maintained positive, sustained improvement in education over a long time frame with committed stakeholder engagement



## Civic Infrastructure

- While collective impact initiatives sometimes struggle to keep actors at the table over time, StrivePartnership has **maintained commitment among organizational leaders** (many of whom are important powerbrokers in the region) **and broadened its network** to include more nonprofit service providers.
- **Participants in the network cited clear value gained.** “As a postsecondary institution, we’re the last stop on the pipeline,” said a college president. “Sometimes we can lament that K-12 partners aren’t serving students. StrivePartnership gives us opportunity to work with K-12 so the students are prepared when they get here. StrivePartnership gives us a vehicle to recognize that we’re in this together.” Another interviewee said that if StrivePartnership went away, “the potential for those lightbulb moments [from interactions with others] would be lost.”
- It is important to note that **after receiving some early criticism, StrivePartnership has improved on their involvement of nonprofit service providers.** This is happened to a large extent because of StrivePartnership's leadership of a broad coalition for the Preschool Promise. One interviewee noted "groups that were negative about StrivePartnership are now part of the discussion [because of the Preschool Promise work]."

## Systems Change Outcomes

- ▶ **StrivePartnership excels at creating a culture of experimentation and learning**, which they do primarily through data. As one interviewee said, "It's not enough to analyze data, you have to **translate that data to actionable insights**. It's very encouraging to me that StrivePartnership is going in that direction, and is what I want for my own organization."
- ▶ Recently, StrivePartnership has **made progress on policy goals** by supporting the Preschool Promise coalition, which is an element of systems change that collective impact initiatives are often reluctant to pursue. While the outcome of this coalition is uncertain, StrivePartnership has been able to activate its network for public policy that indicates potential for future policy gains.

## Community - Level Impact

- The StrivePartnership has seen **positive, sustained improvement across the vast majority of their student indicators**, and has reached a point where desired systems and behavior changes are leading to community-level impact. StrivePartnership's progress is best demonstrated by 91% of StrivePartnership's 40 indicators currently trending in the right direction. However, **progress is not moving fast enough to meet 2020 goals.**

# Success by Six plays a vital role in improving the data and organizational capacity of early childhood stakeholders in the region

## Civic Infrastructure

- ▶ As a 10-county, three state initiative, Success by Six (SB6) is the **leading voice on kindergarten readiness and serves as a repository for best practices in early education and care** in the region through its center of excellence. SB6 has a network of critical partners including school districts, child care providers, home visiting programs, quality child care committees, resource and referral agency, social service agencies, and Head Start.
- ▶ SB6's ability to galvanize these stakeholders under a **common vision, aligned strategies, and shared measurement** is an extraordinary feat. According to a service provider, this group has been able to “maintain laser focus on community goals. They [partners] are able to work together collectively - less competition and self-interest when SB6 is involved because from a credibility standpoint they have the systems perspective. They are trusted to assemble the right people to do the right things. They [partners] will put aside their self-interests to work together.”

## Systems Change Outcomes

- ▶ SB6 assisted with the **data collection systems in Kentucky and Ohio to capture consistent data** from partner programs. Through its Data and Research Committee, SB6 helps stakeholders track progress, understand areas for growth, improve capacity, and learn new techniques to better engage children and families around early childhood. A nonprofit partner stated that “They bring accountability to the table. They push people to do better work.”
- ▶ Through advocacy with state partners and Early Childhood Advisory Councils, SB6 has **increased state budgets for early childhood in KY and Ohio**. They are pushing elected officials and policymakers to improve early childhood funding systems. There is a **culture of experimentation focused on how to scale up effective early childhood strategies**. SB6, with StrivePartnership, GCF, and other partners, is investigating the feasibility of Social Impact Bonds, Pay For Success, and universal preschool to increase access to quality preschool and home visiting programs.

## Community-Level Impact

- ▶ Across school districts in the region, there has been **improvement in kindergarten readiness**. The **results vary by the rural, urban, or suburban nature of a school district**; especially if persistent poverty exists in a certain neighborhood. For the urban school districts, there is positive, incremental change for two out of the three school districts. However, the **rate of improvement may not be enough to achieve the 85% goal by 2020**.

Lessons learned in Cincinnati

# Lessons Learned

- ▶ If systems change is the goal, must invest in the infrastructure
- ▶ Initiatives more successful when housed at a parent organization
- ▶ Community of practice
- ▶ Six core activities of a backbone
- ▶ Greatest capacity needs were in communications, data use, and building public will
- ▶ Evaluation of collective impact is complex (just like the work!), but crucial
- ▶ Cross-sector is key--esp. business & govt.

# Lessons Learned

- ▶ Data matters (early and often)
- ▶ Leadership matters more
- ▶ Communicating is critical: partners, funders (esp. boards), donors, media
- ▶ Funders are risk averse and impatient
- ▶ Marathon, not a sprint
- ▶ Comprehensive vision; selective action (do not boil the ocean!)
- ▶ Non-linear, even in latter phases

# Effective Backbone Leaders Share Common Characteristics

Stakeholders describe backbone organization leaders as:

***Visionary***

***Results-Oriented***

*Collaborative, Relationship Builder*

***Focused, but Adaptive***

***Charismatic and Influential Communicator***

***Politic***

***Humble***

***Courage***

***“Someone who has a big picture perspective—[who] understands how the pieces fit together, is sensitive to the dynamics, and is energetic and passionate.”***

# Table Exercise

# Collective Impact Efforts Tend to Transpire Over Four Key Phases

<b>Components for Success</b>	<b>Phase I Generate Ideas and Dialogue</b>	<b>Phase II Initiate Action</b>	<b>Phase III Organize for Impact</b>	<b>Phase IV Sustain Action and Impact</b>
<b>Governance and Infrastructure</b>	Convene community stakeholders	Identify champions and form cross-sector group	Create infrastructure (backbone and processes)	Facilitate and refine
<b>Strategic Planning</b>	Hold dialogue about issue, community context, and available resources	Map the landscape and use data to make case	Create common agenda (common goals and strategy)	Support implementation (alignment to goal and strategies)
<b>Community Involvement</b>	Facilitate community outreach specific to goal	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
<b>Evaluation And Improvement</b>	Determine if there is consensus/urgency to move forward	Analyze baseline data to ID key issues and gaps	Establish shared metrics (indicators, measurement, and approach)	Collect, track, and report progress (process to learn and improve)

# The future of Collective Impact

- ▶ Explicit equity goals
- ▶ Data disaggregation
- ▶ Value content and context experts equally
- ▶ Top down AND bottom up
- ▶ Drop the term Collective Impact if people are getting hung up on it

# Collective impact toolkit

# Toolkit

- ▶ Continuous improvement science
- ▶ Human centered design
- ▶ Network analysis
- ▶ Developmental evaluation
- ▶ Results-based  
accountability/facilitation/leadership
- ▶ Continuous learning (CoP)

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