Governor’s Conference on Service and Nonprofit Capacity Building

Beyond Collaboration: Keys to Collective Impact

October 2, 2012

By John Peirce
Agenda

• What is “collective impact?”
• What does it take to achieve it?
• Examples
• Discussion
Why collaboration sometimes fails

• All talk, no action
• No shared goal – objective vague or ill defined
• No one in charge
• ‘What’s in it for me’ not clear
• Individual missions trump collaboration goal
• Distrust of partners -- motives are suspect
• Mission drift for participants
• Takes too long – no sustaining wins
• Partners don’t show up
Why Collective Impact?

• Technical problems vs. adaptive problems
• Technical problems: silver bullets work
• When it comes to poverty, education, public health, environment...no silver bullet
• But there may be silver buckshot
Theory of change

Large-scale social change comes from better cross-sector coordination rather than from isolated intervention of individual organizations.
Collective impact is...

• The commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem

• Sustained by a centralized infrastructure, a dedicated staff, and a structured process that helps create the conditions for success

• Based on data and what works
Six Blind Men and an Elephant

Six Silos & an Adaptive Problem
K-12, Higher Ed, Business, Nonprofits, Funders, Government
How do we get there?

Diamonds in our own back yard

Align the stars. Connect the dots.
Alignment

Isolated Impact

Coordinated Impact

Synergy or Collective Impact
A new Kind of Collaboration

Common vision - Data / what works - Support/Funding
Before Collective Impact
After Collective Impact
What it takes: passion and purpose

• A center-- something urgent and powerful, an idea or emotion that insists on its being.
• A shape emerges and creates its structure out of passion.
• If you begin with a structure, you have to make up the passion. That's very hard to do.
Examples of Collective Impact

• Strive Partnership, Cincinnati & Northern Kentucky

• Strive Network, including:
  – Talent Alliance, Central Indiana
  – Big Goal Collaborative, Northeast Indiana

• Learning Links, DeKalb County
National Momentum

Key:
- Network Members
- Cradle to Career Communities

For the most current map of Network Members, please visit www.strivenetwork.org
Strive’s Impact on Student Achievement

Percentage of Student Outcomes Trending Positively

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<th>Report Card Year</th>
<th>Percentage</th>
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<tr>
<td>2009</td>
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<td>2010</td>
<td>74</td>
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<td>2011</td>
<td>81</td>
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An Indiana problem

• Indiana ranks 40th in higher education attainment
• Indiana ranks 41st in personal per capita income
• By 2018 60% of jobs will require post secondary education

- Lumina Foundation: A stronger nation through higher education, 2012
The Goal and the Gap

The “Big Goal”: 60% degree or credential by 2025

Percentage of Indiana’s working-age population (25-64) with at least an associate degree

2009 – 33.0%
2010 – 33.2%

White: 35%, Black: 24%, Hispanic: 18%, Asian 63%, Native American: 24%

By county: LaGrange 16% to Monroe 52%
Pathway to Prosperity Roadmap

- The Big Goal: 60% certificate or degree
- > US avg. per capita income

Why haven’t we succeeded so far?
Conditions for success

• Shared community vision
• Evidence-based decision-making
• Collaborative action
• Continuous communication
• Investment & sustainability (backbone)
1. Shared vision & agenda

Cradle to Career Continuum
2. Evidence based decision making

Community owns the scorecard: 900/9,000

| Kindergarten Readiness | K-12 Critical Benchmarks | High School Graduation | College Degree or Certificate | Career | Talent Retention & Enrichment |

Roadmap includes measurable outcomes along the entire continuum

Use data for continuous improvement
- Not to prove but to improve
3. Collaborative action/networks

- Shared accountability, differentiated responsibility
- Share data between agencies & with schools
- Focus on continuous improvement in networks
4. Continuous communication

- Effective governance
- Cross-sector leadership
- Community engagement
- Transparent “scorecard” reporting
5. Investment & Sustainability

• Plan to sustain core partnership operations
• Group of key funders engaged to support emerging collaborative actions
• Neutral ‘backbone’ to herd the cats:
  1. Guide vision and strategy
  2. Support aligned activities
  3. Establish shared measurement practices
  4. Build public will
  5. Advance policy
  6. Mobilize funding
Nonprofits’ leadership roles

• A voice at the leadership table
Nonprofits’ leadership roles

Subject matter experts who can identify best practices (not programs)
Shared accountability / differentiated responsibility

- Businesses can champion education, share expertise or mentor students by helping them explore careers through classroom and workplace experiences.
- Educators can work with other cross-sector partners to devise curricula and teaching practices that work to achieve the outcomes.
- Non-profits can collaborate to identify and implement best practices that impact identified community outcomes.
- Faith-based organizations can supply mentors, extended learning opportunities and family support.
- Funders can encourage collaboration and align their funding strategies with The Big Goal.
- Parents can learn about child development, apply effective parenting practices, and foster a love of learning in their children.
- Civic leaders can consider educational impact in their decision-making.
Nonprofits’ leadership roles

1. Focus on continuous improvement – It’s a marathon, not a sprint
2. Use data to improve outcomes
3. Share data to improve outcomes
4. Help create a change movement
5. Help convince funders to change the way they fund
The Value Exchange

Backbone/Leadership

Network Members
The Value Exchange

Backbone Provides:
- Logistics
- Meeting facilitation
- Data analysis support
- Communication support
- Access to decision makers
- Training
- Technical assistance
- Recognition
- Connect Networks

Network members:
- Focus on a specific Objective
- Identify contributing indicators
- Use data to inform decisions
- Implement shared plans
- Adopt/adapt best practices
- Share data & outcomes
- Participate actively
- Invite new members
- Communicate progress
- Identify resources
What does it take?

• Transcendent leadership
• Trust building
• Team building
• Treasure
• Talent
• Tenacity
References and Resources

Articles and Reports:

*A Stronger Nation*, Lumina Foundation, 2012

[www.in.gov/che/2349.htm](http://www.in.gov/che/2349.htm)

[www.ssireview.org/articles/entry/collective_impact](http://www.ssireview.org/articles/entry/collective_impact)

*Channeling Change: Making Collective Impact Work*
[www.ssireview.org/blog/entry/channeling_change_making_collective_impact_work](http://www.ssireview.org/blog/entry/channeling_change_making_collective_impact_work)

*Pathways to Prosperity: Meeting the Challenge of Preparing Young Americans for the 21st Century.*
References and Resources

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  www.fsg.org
  www.StriveTogether.org
  www.StriveNetwork.org
  http://talentmadehere.com/biggoal

• Chapter in Forthcoming Book:

  “Conceiving Regional Pathways,” by Ron Ferguson,
  Ch. 9 of forthcoming book titled Preparing Today’s Students for Tomorrow’s Jobs in Metropolitan America, Laura W. Perna, Editor, to be published Nov 2012, 328 pages, University of Pennsylvania Press.
  http://www.upenn.edu/pennpress/book/toc/15051.html

• John Peirce, (260) 437-2912, johnjpeirce@gmail.com
Collective Impact