Collective Impact

October 24, 2012
Juvenile Justice in New York

$286,000 = 89% recidivism rate
The New York Juvenile Justice System
Today’s Talk

✓ Concepts and Elements of Collective Impact
✓ Collective Impact Examples
✓ How CI applies to their work
✓ Questions and Answers
FSG Overview

- Nonprofit consulting firm specializing in strategy, evaluation and research with offices in Boston, Seattle, San Francisco, DC, Geneva, and Mumbai

- Partner with foundations, nonprofits, governments, and corporations to develop more effective solutions to the world’s most challenging issues

- Recognized thought leader in social impact, philanthropy and corporate social responsibility

- Staff of 100 full-time professionals with passion and experience to solve social problems

- Advancing Collective Impact via publications, conferences, speaking engagements, client projects
FSG is Playing a Leadership Role in Accelerating Disciplined Collective Approaches to Solving Large-Scale Social Problems

• **Client work in Collective Impact:** FSG understands how to enable and sustain cross-sector partnerships through our work with clients in the following sectors:
  - Economic development
  - Education reform
  - Environmental sustainability
  - Juvenile justice
  - Teen substance abuse

• **FSG articles paved the way for Collective Impact:**
  - *Collective Impact* (2011)
There Are Several Types of Problems

**Simple**
- Baking a Cake

**Complicated**
- Sending a Rocket to the Moon

**Complex**
- Raising a Child

Social sector treats problems as simple or complicated

*Source: Adapted from “Getting to Maybe”*
Traditional Approaches Are Not Solving Our Toughest – Often Complex – Challenges

• Funders select individual grantees

• Organizations 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 nonprofits
Imagine a Different Approach – Multiple Players Working Together to Solve Complex Issues

• All working toward the **same goal** and measuring the same things
• Cross-sector alignment with government, nonprofit, philanthropic and **corporate** sectors as partners
• **Organizations** actively **coordinating** their action and sharing lessons learned
Collective Impact Is a Unique and Differentiated Approach to Bringing Actors Across Sectors Together to Work Toward a Common Agenda

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

*It is distinct from other forms of collaboration*
Achieving Large-Scale Change through Collective Impact Involves Five Key Elements

1. Common Agenda
2. Shared Measurement
3. Mutually Reinforcing Activities
4. Continuous Communication
5. Backbone Support

Source: Channeling Change: Making Collective Impact Work, 2012; FSG Interviews and Analysis
Strive: Common Agenda

The Goals

Working together along the educational continuum to drive better results in education so that every child...

- Is prepared for school
- Is supported inside and outside of school
- Succeeds academically
- Enrolls in some form of postsecondary education
- Graduates and enters a career.

Supporting Priorities:
- Promoting Data-Informed Decision-Making
- Advocacy & Funding Alignment

Strategic Priorities:
- Early Childhood Education
- Teacher & Principal Excellence
- Linking Community Supports to Student Achievement
- Postsecondary Access & Success

Materials developed by Strive, a subsidiary of KnowledgeWorks. For more information, see www.strivetogether.org

### Strive: Shared Measurement

#### Cincinnati Public

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Current pct. or avg</th>
<th>Change since baseline year</th>
<th>Change since recent year</th>
<th>Current target</th>
<th>Target year</th>
</tr>
</thead>
<tbody>
<tr>
<td>4th grade Reading</td>
<td>71%</td>
<td>+16 (2006)</td>
<td>+8</td>
<td>84%</td>
<td>2011</td>
</tr>
<tr>
<td>8th grade Math</td>
<td>61%</td>
<td>+21 (2004)</td>
<td>+11</td>
<td>72.3%</td>
<td>2011</td>
</tr>
<tr>
<td>Graduation</td>
<td>82%</td>
<td>+10 (2005)</td>
<td>+2</td>
<td>95%</td>
<td>2011</td>
</tr>
<tr>
<td>ACT Composite</td>
<td>18.1</td>
<td>N/A</td>
<td>N/A</td>
<td>19</td>
<td>2011</td>
</tr>
<tr>
<td>College Enrollment</td>
<td>65%</td>
<td>+7 (2006)</td>
<td>-3</td>
<td>70%</td>
<td>2011</td>
</tr>
</tbody>
</table>

Note: ACT data not comparable due to a change in administration of the test.

#### Covington Independent

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Current pct. or avg</th>
<th>Change since baseline year</th>
<th>Change since recent year</th>
<th>Current target</th>
<th>Target year</th>
</tr>
</thead>
<tbody>
<tr>
<td>4th grade Reading</td>
<td>64%</td>
<td>+14 (2006)</td>
<td>-7</td>
<td>80.23%</td>
<td>2011</td>
</tr>
<tr>
<td>8th grade Math</td>
<td>24%</td>
<td>+14 (2006)</td>
<td>-9</td>
<td>80.23%</td>
<td>2011</td>
</tr>
<tr>
<td>Graduation</td>
<td>63%</td>
<td>N/A</td>
<td>N/A</td>
<td>90%</td>
<td>2011</td>
</tr>
<tr>
<td>ACT Composite</td>
<td>16.4</td>
<td>-5 (2009)</td>
<td>-3</td>
<td>17.4</td>
<td>2011</td>
</tr>
<tr>
<td>College Enrollment</td>
<td>61%</td>
<td>+16 (2006)</td>
<td>-3</td>
<td>75%</td>
<td>2015</td>
</tr>
</tbody>
</table>

#### Newport Independent

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Current pct. or avg</th>
<th>Change since baseline year</th>
<th>Change since recent year</th>
<th>Current target</th>
<th>Target year</th>
</tr>
</thead>
<tbody>
<tr>
<td>4th grade Reading</td>
<td>50%</td>
<td>-6 (2009)</td>
<td>-14</td>
<td>80.23%</td>
<td>2011</td>
</tr>
<tr>
<td>8th grade Math</td>
<td>65%</td>
<td>+44 (2006)</td>
<td>+9</td>
<td>80.23%</td>
<td>2011</td>
</tr>
<tr>
<td>Graduation</td>
<td>62%</td>
<td>N/A</td>
<td>N/A</td>
<td>91.25%</td>
<td>2011</td>
</tr>
<tr>
<td>ACT Composite</td>
<td>16.7</td>
<td>N/C</td>
<td>-1</td>
<td>17.2</td>
<td>2011</td>
</tr>
<tr>
<td>College Enrollment</td>
<td>47%</td>
<td>+6 (2006)</td>
<td>+1</td>
<td>75%</td>
<td>2014</td>
</tr>
</tbody>
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Note: Ohio and Kentucky use different assessments to measure achievement, therefore, results are not comparable across states.
The Collective Impact Approach Can Be Applied to Many Complex Social Issues

- **Education**
  - Ready by 21
  - CCER
  - Strive
  - Together

- **Healthcare**
  - Gain
  - Shape Up Somerville
  - Roll Back Malaria Partnership

- **Homelessness**
  - Calgary Homeless Foundation
  - Home Again

- **Youth Development**
  - Staten Island Foundation
  - Communities that Care

- **Economic Development**
  - MARS
  - Memphis ED

- **Community Development**
  - Elizabeth River Project
  - Magnolia Place

* Indicates FSG Client

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## How Do You Know If You Are Ready for Collective Impact?

### Influential Champion

- **Commands respect** and engages cross-sector leaders
- **Focused on solving problem** but allows participants to figure out answers for themselves

### Financial Resources

- **Committed** funding partners
- **Sustained funding** for at least 2-3 years
- **Pays for** needed infrastructure and planning

### Urgency for Change

- **Critical problem** in the community
- **Frustration** with existing approaches
- **Multiple actors** calling for change
- **Engaged funders** and **policy makers**
Discussion

1. What resonated most about collective impact? How can you apply this approach to advance your current collaborative work?

2. Which of the collective impact elements could be strengthened in your collaborative work?

3. What are key next steps you will take? What support do you need?
Collective Impact Efforts Tend to Develop over Three Key Phases

<table>
<thead>
<tr>
<th>Components for Success</th>
<th>Phase I Initiate Action</th>
<th>Phase II Organize for Impact</th>
<th>Phase III Sustain Action &amp; Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance &amp; Infrastructure</td>
<td>Develop group, structure communication and decision making</td>
<td>Create infrastructure (backbone and processes)</td>
<td>Facilitate and refine</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>Map the landscape and use data to make case</td>
<td>Create common agenda (goals, strategy)</td>
<td>Support implementation (alignment to goal and strategies)</td>
</tr>
<tr>
<td>Community Involvement</td>
<td>Facilitate community outreach</td>
<td>Engage community and build public will</td>
<td>Continue engagement, conduct advocacy</td>
</tr>
<tr>
<td>Evaluation &amp; Improvement</td>
<td>Analyze baseline data to ID key issues and gaps</td>
<td>Establish shared metrics (indicators, measurement, and approach)</td>
<td>Collect, track, report progress (process to learn and improve)</td>
</tr>
</tbody>
</table>
Timing for Each Phase Varies by Collective Impact Initiative

- **Phase I: Initiate Action**
  - **CCER (Community Center & Education Results):**
    - May 2010 – Dec 2010 (7 months)
  - **New York State DCJS (Department of Criminal Justice Services):**
    - Sept 2010 – Feb 2011 (5 months)
  - **The Staten Island Foundation:**
    - May 2011-Oct 2011 (5 months)

- **Phase II: Organize for Impact**
  - **CCER:**
    - Jan 2011 – Dec 2011 (12 months)
  - **New York State DCJS:**
    - Feb 2011 – Nov 2011 (9 months)
  - **The Staten Island Foundation:**
    - Nov 2011 – May 2012 (7 months)

- **Phase III: Sustain Action & Impact**
  - **CCER:**
    - 2012 →
  - **New York State DCJS:**
    - Nov 2011 →
  - **The Staten Island Foundation:**
    - June 2012 →
Working in Collective Impact Requires a Mindset Shift

- Technical Solutions to Problems
- Silver Bullet
- Credit
- Competition

- Adaptive Solutions to Problems
- Silver Buckshot
- Credibility
- Coordination

Source: Channeling Change: Making Collective Impact Work, 2012; FSG Interviews and Analysis
Discussion: Collective Impact and CHPC

• How can the Consortium support regional CI efforts?

• How could Collective Impact be useful in sustaining and increasing the impact of the Consortium?

• What are next steps and what role are you willing to play?
Thank You!

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Collective Impact resources available on www.fsg.org