SSIR Live!

Collective Impact:
Creating Large-Scale Social Change

Presented by:
John Kania, Managing Director, FSG
Mark Kramer, Founder and Managing Director, FSG

In Conversation with:
Jeff Edmondson, Executive Director, Strive Partnership
Patty Stonesifer, Chair for the White House Council on Community Solutions, and former CEO of the Bill & Melinda Gates Foundation

Moderated by:
Eric Nee, Managing Editor, Stanford Social Innovation Review

January 19, 2011, 11:00-Noon PST, 2:00-3:00pm EST
Today’s Agenda

2:00 Welcome & Introductions
   Eric Nee, Stanford Social Innovation Review

2:05 What is Collective Impact?
   Mark Kramer, FSG

2:10 The Strive Collective: An Example of Collective Impact
   Jeff Edmonson, Strive

2:20 The Opportunity In Collective Impact
   John Kania, FSG

2:30 Collective Impact and Community Solutions at the White House
   Patty Stonesifer, White House Council for Community Solutions

2:35-3:00 Audience Questions & Answers
   Mark Kramer, John Kania, Patty Stonesifer and Jeff Edmondson. Moderated by Eric Nee
There is a fundamental mismatch between the complexity of social problems and philanthropy’s typical focus on individual grantees.

**Isolated Impact**
- Funders select *individual grantees* that offer the *most promising solutions*
- Grantees work separately and compete to produce the greatest independent impact
- Evaluation attempts to *isolate a particular grantee’s impact*
- Large scale change depends on *scaling a single organization*
- Corporate and government sectors are disconnected

**Collective Impact**
- Social problems arise from the *interaction of many organizations* within a larger system
- Progress depends on *working toward the same goal* and measuring the same things
- Large scale impact depends on *increasing cross-sector alignment and learning* among many organizations
- Government and corporate sectors are essential *partners*

*Collective impact initiatives provide a structure for cross-sector leaders to forge a common agenda for solving a specific social problem*
There Are Five Conditions For Collective Success

**Common Agenda**

All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.

**Shared measurement**

Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.

- Breakthroughs in Shared Measurement at www.fsg.org

**Mutually reinforcing activities**

Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.

**Continuous communication**

Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.

**Backbone organizations**

Creating and managing collective impact requires a separate organization with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations.
Overview of Strive

Materials developed by Strive, a subsidiary of KnowledgeWorks. For more information, see www.strivetogether.org
Student’s Journey to Success: Critical Benchmarks and Transition Years

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

© Strive
After Only Two Years, the Majority of Educational Progress Indicators Tracked by Strive Have Shown Improvement

**Strive Community-Level Progress Indicators**

**Goal 1: Every child is prepared for school**
Indicator 1: % of children assessed to be ready for school

**Goal 2: Every child is supported in and out of school**
Indicator 2: % of students with more than twenty developmental assets

**Goal 3: Every student succeeds academically**
Indicator 3: % of students at or above proficiency in Reading and Math
Indicator 4: % of students that graduate from high school

**Goal 4: Every student enrolls in college or career training**
Indicator 5: Average score on ACT
Indicator 6: % of graduates that enroll in college

**Goal 5: Every child graduates and enters a career**
Indicator 7: % of college students prepared for college level coursework
Indicator 8: % of students retained in college
Indicator 9: % of students graduating from college
Indicator 10: # of college degrees conferred

---

**Scorecard from Strive’s 2nd Annual Progress Report**

**Goal 1: Every child will be PREPARED for school**

<table>
<thead>
<tr>
<th>City</th>
<th>Current percentage</th>
<th>Current benchmark</th>
<th>Change since recent year</th>
<th>Change since baseline year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cincinnati</td>
<td>48%</td>
<td>59%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Covington</td>
<td>71%</td>
<td>75%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newport</td>
<td>62%</td>
<td>85%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Goals 2, 3, and 4: Every student will be SUPPORTED, SUCCEED academically, and ENROLL in college**

**Cincinnati Public Schools**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Current average</th>
<th>Current benchmark</th>
<th>Change since recent year</th>
<th>Change since baseline year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop. assets</td>
<td>46%</td>
<td></td>
<td>No trend data available</td>
<td></td>
</tr>
<tr>
<td>4th grade reading</td>
<td>60%</td>
<td>75%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8th grade reading</td>
<td>65%</td>
<td>79%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Strive provides an annual community “report card” on ten key indicators of success*

*Materials developed by Strive, a subsidiary of KnowledgeWorks. For more information, see www.strivetoegether.org*
High Impact Strategies

- Home Visitation and Quality Early Childhood Education
- Teacher & Principal Excellence
- Tutoring
- College Access & Retention
- Mentoring, Health & Wellness, Arts Education
- Building Capacity: Data Driven Decision Making and Advocacy/Funding Alignment

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

© Strive
Through the Collaboration, Strive Has Made Significant Progress and Noted Some Important Leanings

Progress to date

• Committed Partnership
• Common Language
• Improvement on the Ground
• Funder Coordination

Lessons Learned

• Make the Report Card a Priority
• Manageable Scope of Work
• Communications and Community Engagement
• Policymaker Engagement and Advocacy
• Pooled Resources

Materials developed by Strive, a subsidiary of KnowledgeWorks. For more information, see www.strivetogether.org © Strive
Strive: Implementation and Development Sites

Materials developed by Strive, a subsidiary of KnowledgeWorks. For more information, see www.strivetogther.org © Strive
Cradle to Career
Civic Infrastructure Framework

1. Partnership Development
   - Engaged Leadership
   - Community Vision
   - Governance Structure
   - Communications & Community Engagement

2. Evidence Based Decision Making
   - Community Level Outcomes
   - Scan of Existing Community Resources
   - Select Priority Strategies

3. Collaboration & Capacity Building
   - Create Networks based on Priorities
   - Continuous Improvement Action Plans
   - Establish Data Management System

4. Investment & Sustainability
   - Innovation & Impact Fund
   - Partnership Sustainability Plan
   - Community Engagement

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

© Strive
The Collective Impact Approach to Solving Complex Social Issues Is Occurring Across Many Sectors

**Collective Impact Examples**

**Education**
- Strive Together

**Healthcare**
- Shape Up Somerville: Eat Smart, Play Hard.

**Environment**
- Elizabeth River Project

**Economic Development**
- MARS
Implications Of Collective Impact

For Non-Profits

• No single organization or sector can solve complex social issues
• Engage with corporations and government
• Redefine your role within a larger context for impact
• Coordinate agendas with other partner organizations to reinforce activities
• Communicate regularly and openly with collaborators
• Collect and analyze relevant data for shared measurement

For Funders

• Focus on the overall issue, not the individual grantees
• Engage with corporations and government
• Pay attention to the relationships between organizations rather than the capacity of a single organization
• Think about long term process and gradual impact rather than short term solutions
• Build knowledge and alignment through shared measurement systems, regular meetings, and backbone organizations
The White House Council for Community Solutions Was Formed in Part to Understand the Effectiveness of Collective Impact

On December 14, 2010, President Obama signed an executive order establishing the White House Council for Community Solutions to engage a diverse group of prominent cross-sector leaders to:

- Identify examples of successful community change
- Honor and highlight individuals changing communities
- Provide resources to help engage citizens in their own communities
- Learn the key attributes of effective cross-sector solutions and highlight institutions working together on community problems
- Attract attention and resources to support and promote successful approaches
Audience Questions

John Kania, FSG

Mark Kramer, FSG

Eric Nee, SSIR

Patty Stonesifer, Chair,
White House Council for Community Solutions

Jeff Edmondson, Strive
Join us March 23rd for a Conference on Collective Impact

Date: March 23, 2011 at Stanford University

Details: This conference will bring together a cross-section of senior-level practitioners from nonprofits, foundations, corporations, and government, to explore the challenges and opportunities of collective impact and to discuss how to create, implement and accelerate collective impact efforts.

Contact: For questions or event information, please contact Michelle Morgan-Nelsen, michelle.morgan-nelsen@fsg.org
Thank you for joining us!

A brief survey will appear when you exit this presentation. Thank you in advance for completing this survey. We’ll use your feedback to plan future Stanford Social Innovation Review webinars.

Access this webinar as many times as you want for the next 12 months by clicking on the same link as you did today, where you can also download the webinar slides. To read “Collective Impact” in our Winter 2011 issue, go to the article section on SSIR’s home page, www.ssireview.org.

To find out about upcoming SSIR Live! webinars, sign up for SSIR’s free email newsletter at www.ssireview.org. We hope you will join us for our next webinar, “Design Thinking for Social Innovation,” presented by Jocelyn Wyatt, Social Innovation Lead, IDEO, on February 10, at 11 am PST / 2 pm EST. To register, click on the banner advertisement on SSIR’s home page.