

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 Edmondson, 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

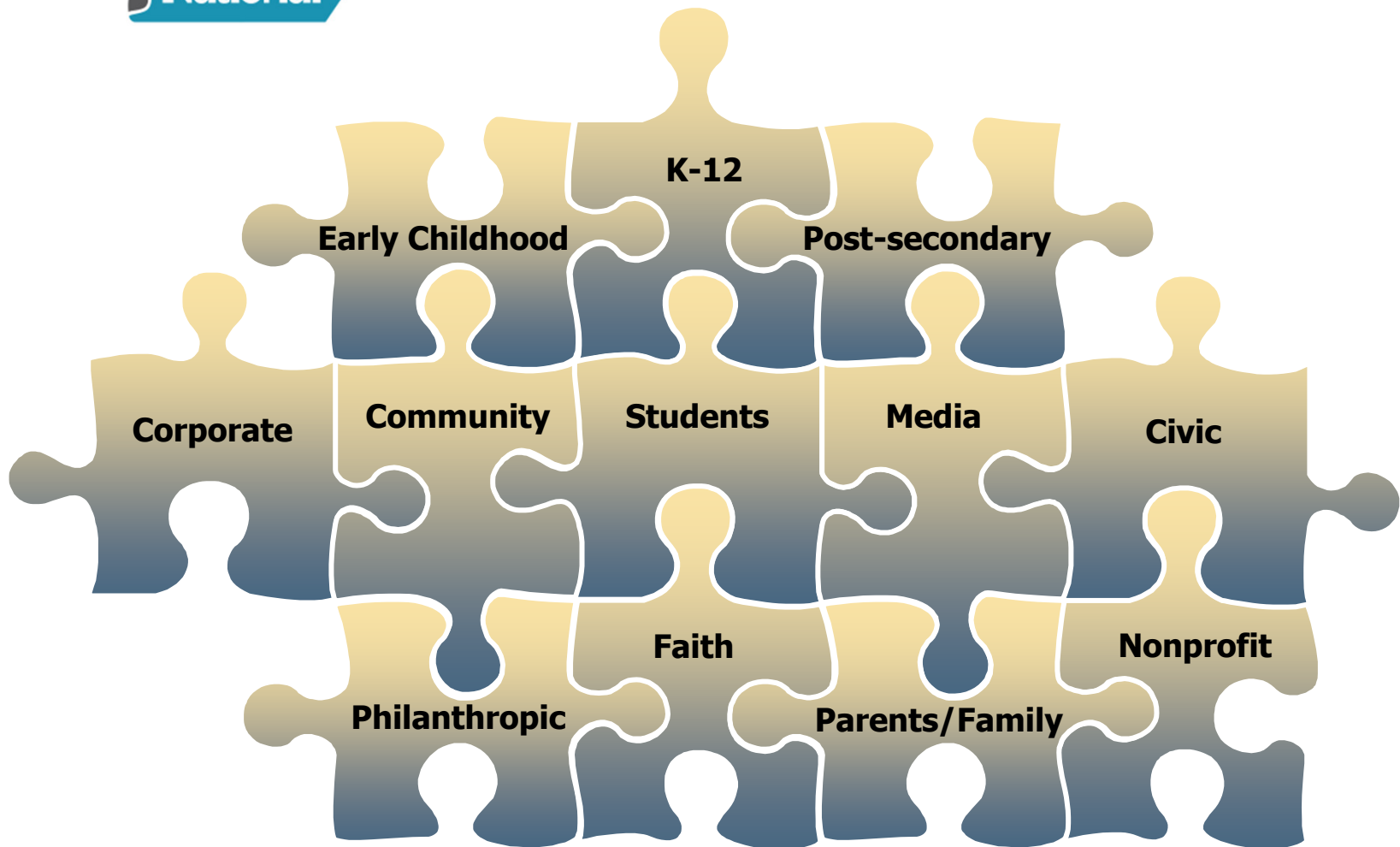
Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation

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



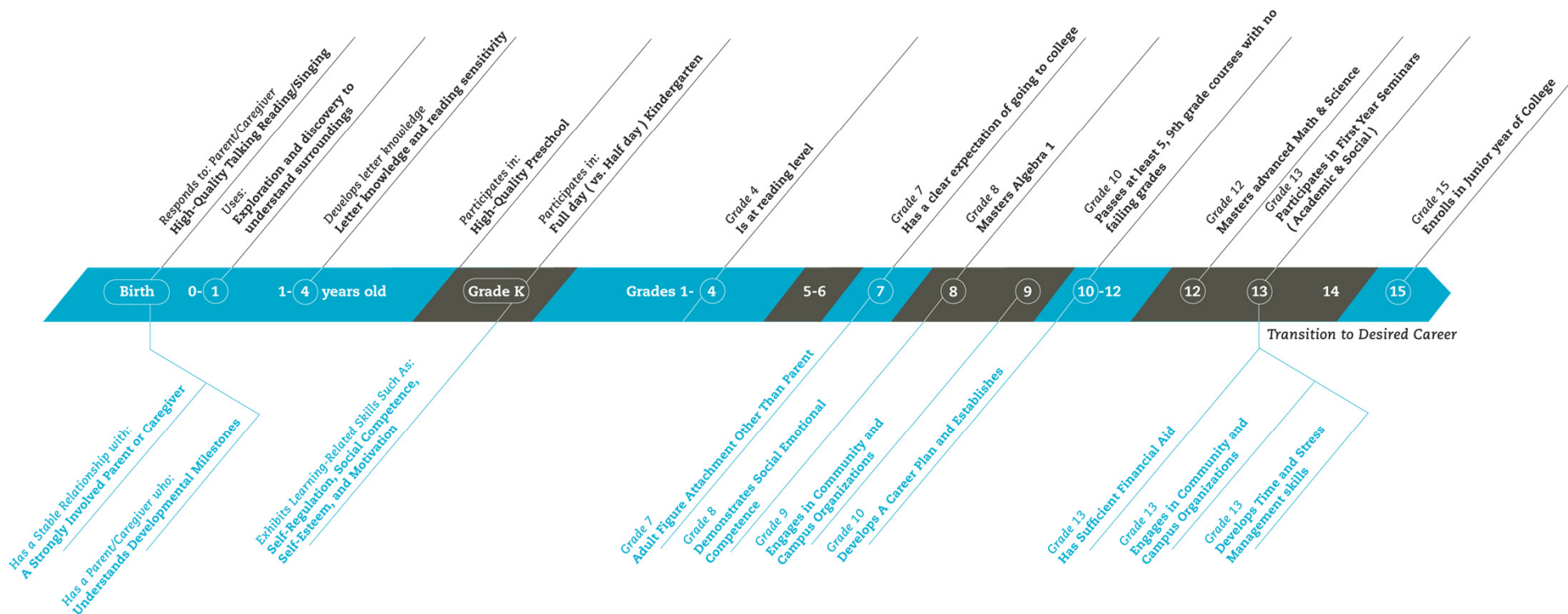
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Student's Journey to Success: Critical Benchmarks and Transition Years



Academic



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

Strive

National

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

| | Current percentage | Current benchmark | Change since recent year | Change since baseline year |
|------------|--------------------|-------------------|--------------------------|----------------------------|
| Cincinnati | 48% | 59% | | |
| Covington | 71% | 75% | | |
| Newport | 62% | 85% | | |

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

Cincinnati Public Schools

| | Current average | Current benchmark | Change since recent year | Change since baseline year |
|-------------------|-----------------|-------------------|--------------------------|----------------------------|
| Develop. assets | 46% | | No trend data available | |
| 4th grade reading | 60% | 75% | | |
| 8th grade reading | 65% | 79% | | |

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

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High Impact Strategies

Home Visitation and
Quality Early
Childhood Education

Teacher &
Principal
Excellence

Tutoring

College Access &
Retention

Birth

0-1

1-4 years old

Grade K

Grades 1-4

5-6

7

8

9

10-11

12

13

14

15

Mentoring, Health & Wellness, Arts Education

Building Capacity: Data Driven Decision Making and Advocacy/Funding Alignment

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

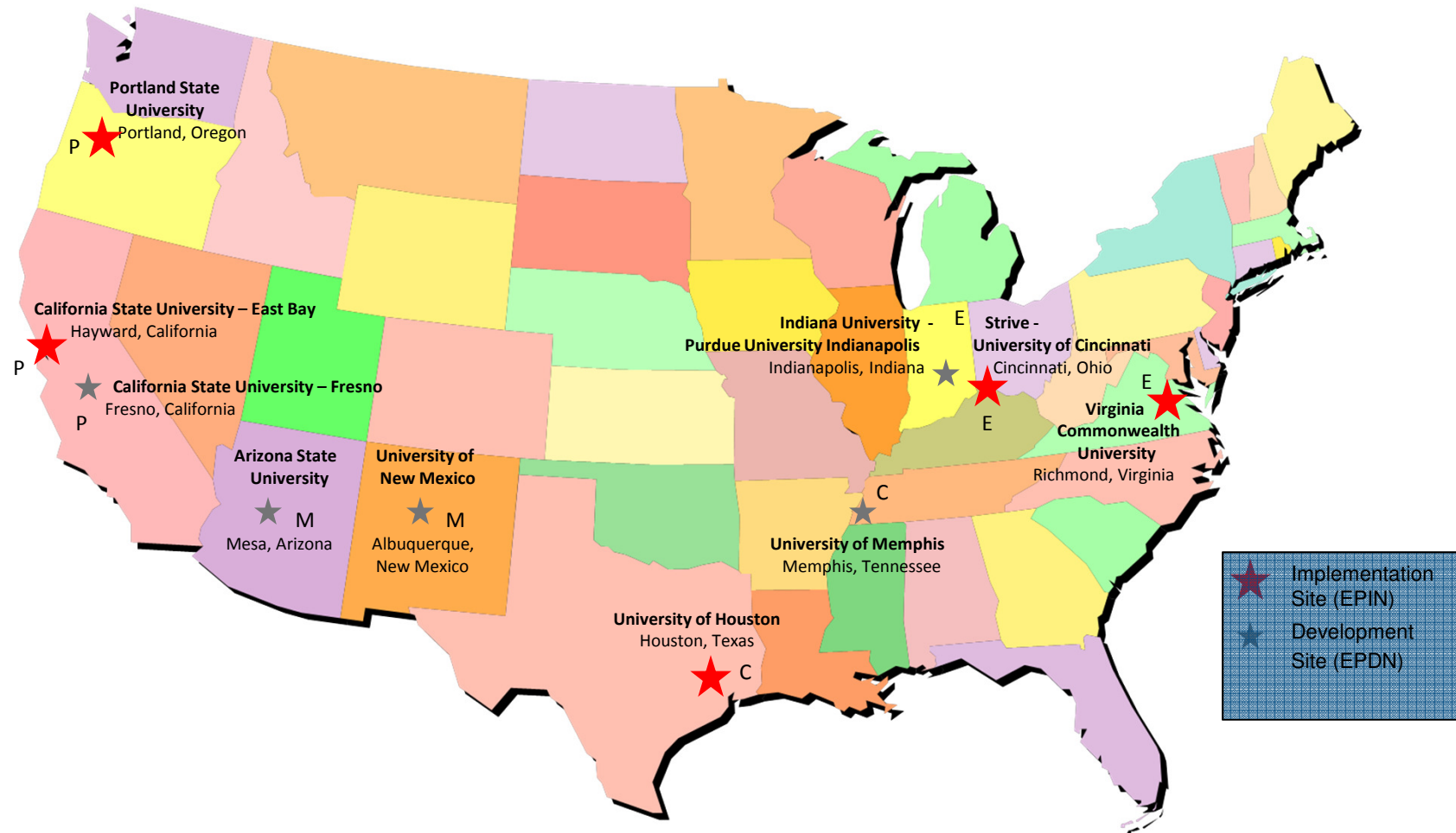
- Make the Report Card a Priority
- Manageable Scope of Work
- Communications and Community Engagement
- Policymaker Engagement and Advocacy
- Pooled Resources

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Strive: Implementation and Development Sites



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Cradle to Career Civic Infrastructure Framework



LIVING CITIES
INNOVATE • INVEST • LEAD



USU
Coalition of
Urban Serving Universities

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

Education



Healthcare



Environment



Economic Development



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



Jeff Edmondson, Strive



Eric Nee, SSIR



Mark Kramer, FSG



Patty Stonesifer, Chair,
White House Council for
Community Solutions

Join us March 23rd for a Conference on Collective Impact

Hosted by:

StanfordSOCIAL
INNOVATION^{REVIEW}



In association with Northern California Grantmakers

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.