Exploring the Collective Impact Opportunity

September 24th, 2020 | 9:00 - 10:30 am CDT
Zoom Meeting: https://zoom.us/j/95778596052 | Meeting ID #: 957 7859 6052
Regional Briefing

September 2020
Evansville Regional Business Committee (ERBC)

Background

- An organization made up of the business leaders of the largest and/or most engaged businesses in the region
- Engaged on many of the largest and transformative initiatives in the region
- Mission: Advance regional development and quality of place by advocating, collaborating, and engaging on key initiatives and investments
ERBC Members

- John Cinelli, President
  METRONET
- Barry Cox, President & COO
  Warehouse Services, Inc.
- Leah Curry, President **
  Toyota Motor Manufacturing of Indiana
- Femi D-Etti, Executive Director & GM
  AstraZeneca
- Scott Doyle, Senior Vice President
  CenterPoint Energy
- JP Engelbrecht, CEO
  South Central Inc.
- Craig Fesler, Vice President
  SKANSKA
- Jack Griffin, CEO **
  Atlas World Group
- Kevin Koch, President & CEO
  Koch Enterprises, Inc.
- Robert Koch II, Chairman
  Koch Enterprises, Inc.
- Court Kull, President, So. Indiana Region
  Fifth Third Bank
- Shawn McCoy, CEO
  Deaconess Health System
- Dan Parod, President
  St. Vincent Health
- Art Pike, Vice President, Reckitt
  Benckiser/Mead Johnson
- Ronald Romain, President & CEO * **
  United Companies
- James Ryan, Chairman & CEO **
  Old National Bancorp
- Tom Salmon, Chairman & CEO **
  Berry Global
- John C. Schroeder, President & CEO
  Wabash Plastics, Inc.
- Mark A. Schroeder, Chairman & CEO
  German American Bank
- Clifton Sifford, President & CEO
  Shoe Carnival, Inc.
- Chris Traylor, Co-President
  Traylor Bros., Inc.
- Linda White, Chief Administrative Officer
  Deaconess Henderson Hospital
  Retired President & CEO Deaconess Health System
- Peter J. Paradossi, President
- Andrew Goebel, Vice President

ERBC Chair *
ERBC Executive Committee **
A New Initiative is Needed…

❑ Many good things are independently happening across the region

❑ The region needs to systematically accelerate our growth and development to compete on:
  - Demographics
  - Economic growth
  - Talent
  - Quality of Place

**Vision** – To be the talent and economic region of choice in the Mid-West

**Objective** – To align resources that increase the size and capacity of the talent pool and enhance the quality of place in The Greater Evansville Region
Project Overview

• 40+ community stakeholders - representing Vanderburgh, Warrick, Posey and Gibson Counties in Indiana, and Henderson County, Kentucky

• Devoted almost a year to discuss how to grow the community into the talent and economic region of choice in the Midwest.

• While there are many great things happening across the region, a coordinated focused effort is needed to optimize impact.
TALENT 2025 Goals

**POPULATION GROWTH**
- Goal: 10,000 residents

**YOUNG ADULT POPULATION**
- Goal: 5,500

**DECREASE POVERTY**
- Goal: 2,100

**EMPLOYMENT GROWTH**
- Goal: 5,000 jobs

**INCREASE WAGES**
- Goal: $10,000

**IMPROVE HEALTH**
- Goal: 0.3 (From: -0.2 to +0.1)

**INCREASE EDUCATIONAL ATTAINMENT**
- Goal: 88.0%

- Goal: 25%

**COST OF LIVING**
- Goal: Favorable to peers
Our Presenter

Sylvia Cheuy
Consulting Director, Collective Impact

sylvia@tamarackcommunity.ca  (416) 988-6887
www.tamarackcommunity.ca
In the Tamarack Learning Centre we support our learners in the five interconnected practices that we believe lead to impactful community change.

In Vibrant Communities we support cities and local leaders to implement large-scale change initiatives to reduce poverty and deepen community.
We begin this workshop by acknowledging that we are meeting on Indigenous land. As settlers, we are grateful for the opportunity to meet and we thank all the generations of Indigenous peoples who have taken care of this land.

As settlers, this recognition of the contributions and historic importance of Indigenous peoples must be clearly and overtly connected to our collective commitment to make the promise and the challenge of Truth and Reconciliation real in our communities.
POLL: Who’s In the Virtual Room?

Who Are You? *(choose all that apply)*

- I reside or work in the Greater Evansville Region
- I am with a Talent 2025 Partner Organization
- I bring a business sector perspective
- I bring an education sector perspective
- I bring a health sector perspective
- I bring a public sector perspective
- I bring a lived experience and/or community perspective
- I bring an other perspective (please specify):
POLL #2

What is Your Knowledge/Experience with Collective Impact?

- I know very little about Collective Impact
- I have read a bit and/or am familiar with the theory of Collective Impact
- I am beginning to implement a Collective Impact initiative
- I have worked with an established Collective Impact Initiative
- Other (please provide detail)
The 5 Interconnected Practices of Community Change

<table>
<thead>
<tr>
<th>PRACTICE</th>
<th>IMPACT</th>
<th>IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collective Impact</td>
<td>Most Powerful</td>
<td>Employs a framework that enables large scale change and population level impact</td>
</tr>
<tr>
<td>Community Engagement</td>
<td>Most Important</td>
<td>Achieving large scale change requires the wisdom and engagement of diverse stakeholders &amp; perspectives</td>
</tr>
<tr>
<td>Community Innovation</td>
<td>Most Critical</td>
<td>Invites a rethinking of current tools and approaches to bring in new practices and insights</td>
</tr>
<tr>
<td>Collaborative Leadership</td>
<td>Most Personal</td>
<td>Encourages consideration for how you show up in this work</td>
</tr>
<tr>
<td>Evaluating Impact</td>
<td>Most Essential</td>
<td>Provides the required knowledge of outcomes &amp; impacts needed to scale change.</td>
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Source: *Our Community Can Change* by Paul Born
Collective Impact: A Definition

“A disciplined, cross-sector approach to solving complex social and environmental issues on a large scale.”

- FSG: Social Impact Consultants

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3 Preconditions for Collective Impact

• Influential Champion(s)

• Urgency of issue

• Adequate Resources
# The 5 Conditions of Collective Impact

<table>
<thead>
<tr>
<th>Condition</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common Agenda</td>
<td>All participants have a <em>shared vision for change</em> including a common understanding of the problem and a joint approach to solving it through agreed upon actions.</td>
</tr>
<tr>
<td>Shared Measurement</td>
<td>Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.</td>
</tr>
<tr>
<td>Mutually Reinforcing Activities</td>
<td>Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.</td>
</tr>
<tr>
<td>Continuous Communication</td>
<td>Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.</td>
</tr>
<tr>
<td>Backbone Support</td>
<td>Creating and managing collective impact requires a dedicated staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.</td>
</tr>
</tbody>
</table>

*Source: FSG*
## The Collaboration Spectrum

<table>
<thead>
<tr>
<th>Compete</th>
<th>Co-exist</th>
<th>Communicate</th>
<th>Cooperate</th>
<th>Coordinate</th>
<th>Collaborate</th>
<th>Integrate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competition for clients, resources, partners, public attention.</td>
<td>No systematic connection between agencies.</td>
<td>Inter-agency information sharing (e.g. networking).</td>
<td>As needed, often informal, interaction, on discrete activities or projects.</td>
<td>Organizations systematically adjust and align work with each other for greater outcomes.</td>
<td>Longer term interaction based on shared mission, goals; shared decision-makers and resources.</td>
<td>Fully integrated programs, planning, funding.</td>
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Tamarack Institute

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What Type of Problem Is It?

**Simple**
- Making Soup
  - Right “recipe” essential
  - Experience gives same results every time.
  - KNOWN

**Complicated**
- Sending a Rocket to the Moon
  - Formulae are needed.
  - Experience built over time & can be repeated with success.
  - KNOWABLE

**Complex**
- Raising a Child
  - No “right” recipes or protocols. Outside factors influence.
  - Experience helps, but doesn’t guarantees success.
  - UNKNOWABLE

Source: Brenda Zimmerman, Director of Health Industry Management Program, Schulich School of Business
The Case for Multi-Sector Collaboration

- No one sector, working alone can effectively address complex issues
- Complexity is best addressed with a multi-sector approach
- “Context experts” are as necessary as “content experts” in generating effective solutions to complex issues.
## Collective Impact…

<table>
<thead>
<tr>
<th>DOES NOT...</th>
<th>DOES...</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Employ a single organization or sector approach</td>
<td>• Require a backbone investment to steward the collective work forward</td>
</tr>
<tr>
<td>• Focus solely on programmatic outcomes</td>
<td>• Require diverse perspectives</td>
</tr>
<tr>
<td>• Work on short term priorities</td>
<td>• Use data to inform the issue and outcomes</td>
</tr>
<tr>
<td>• Resolve simple or complicated problems</td>
<td>• Focus on the systemic barriers &amp; identify policy change opportunities</td>
</tr>
<tr>
<td>• Create a net new “organization”</td>
<td>• Leverage existing assets &amp; programs in an intentional and aligned way</td>
</tr>
<tr>
<td></td>
<td>• Focus on high impact priorities</td>
</tr>
<tr>
<td></td>
<td>• Encourage agility and enable multiple organizations &amp; sectors to innovate together on new solutions</td>
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Collective Impact: Example in Action
Collective Impact Example: Erie Together

**DESIRED OUTCOMES**

**LEARN**
More children become successful adults

**WORK**
More Erie residents have family-sustaining employment

**THRIVE**
More Erie County families able to meet their basic needs
ERIE TOGETHER - WHAT IS IT?

- **NOT** a social service agency
- **NOT** a social service program
- **IT IS** a county-wide **civic movement**
  - Prevent and reduce poverty
  - Elevate prosperity

Make the Erie region a community where everyone can learn, work and thrive

ERIE TOGETHER
LEARN • WORK • THRIVE

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Collective Impact: Example in Action

COUNTY-WIDE ACTION TEAMS

LEARN
- Early Childhood Readiness & Success
- Aligning Education to Careers

WORK
- Balancing Workforce & Economic Development

THRIVE
- Individual & Family Stability
Collective Impact: Example in Action

More children become successful adults

- High School graduates ready for next step
- Youth with quality career exploration by 8th grade
- Children reading at grade level in 3rd grade
- Children ready to learn when they enter kindergarten

LEARN
Collective Impact: Example in Action

- 3rd Grade Reading
- Significantly lower costs
- Increase in STEM
- Better Health Outcomes
- Lower Teen Pregnancy
- Cohort Effect
- 4x Higher HS Grad Rate
- 6x Less Likely CJ Involvement

Keystone Outcome™
Erie Together Keystone Outcome

3rd Grade Reading Scores

US NAEP 2013

- Below Basic: 34%
- Basic: 33%
- Proficient & Advanced: 33%

Learning Ovations Classrooms

- Below Basic: 6%
- Basic: 19%
- Proficient & Advanced: 75%

In Three Years
Collective Impact: An Invitation to Think Differently
Collective Impact Mindset Shift

Buy-In + Ownership

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Collective Impact Mindset Shift

Content + Context
Collective Impact Mindset Shift
Programmatic Versus Systems Change

Karen J. Pittman
Co-Founder, President & CEO of the Forum for Youth Investment

• Programmatic interventions help people **beat** the odds
• Systemic interventions seek to **change** the odds
Collective Impact: Example in Action

- **Policy** – advocating for policy change at local or provincial levels to improve the systems
- **Enhancing Services** – Bring in previously unnoticed practice, movement or resources to enhance existing local services
- **Learning Through Prototyping** – Start small with willing partners, learn from the experience and then expand
- **Increasing Coordination** – Re-aligning existing programs and stakeholders to maximize system efficacy
Southern Illinois Coalition for Children and Families Virtual Learning Series

Tamarack’s Lessons Implementing CI

- Plan for 3-5 year campaigns
- Different phases require different leadership
- Learning and reflection needs to be built into every phase
- Watch out for traps
- Renewal is critical
Collective Impact: Implications for Leaders

• Collective Impact requires a twofold focus:
  • Creating infrastructure for the system leaders to work together in new ways; and,
  • Developing action plans to address your shared issue

• Collective Impact requires a long-term commitment:
  • It’s critical to manage expectations for this
  • The tension between learning & action must be held creatively

• Collective Impact creates a “shared innovation space” for prototyping & addressing systems issues

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Things to Consider in Collective Impact

- Patient capital
- Persistence for longer term systems change
- Align funders across sectors to common agenda
- Legitimize the work of the collaborative table
- No playbook, support and advance the skills and capacity of collaborative partners
• Comments?
• Questions?
COLLECTIVE IMPACT PLANNING CANVAS

This planning tool will help you assess your community’s readiness for Collective Impact and consider what knowledge and resources you have – and need – to address the three pre-conditions and five conditions of the CI Framework.

ASSESSING READINESS

IS COLLECTIVE IMPACT THE RIGHT APPROACH?
Collective Impact is a good choice if your group answers yes to at least 3 of the questions below.

<table>
<thead>
<tr>
<th>Framing Questions for CI</th>
<th>Yes</th>
<th>No</th>
<th>?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do we aim to effect a needle-change (i.e., 10% or more) on a community-wide metric?</td>
<td></td>
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<tr>
<td>Do we believe a long-term (3-5+ year) investment is needed by diverse stakeholders to achieve success?</td>
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<td></td>
<td></td>
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<tr>
<td>Do we believe cross-sector engagement is essential for community-wide change?</td>
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<tr>
<td>Are we committed to using measurable data to set the agenda and improve over time?</td>
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<tr>
<td>Are we committed to having community members as leaders, partners &amp; producers of impact?</td>
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ASSESS THE 3 PRE-CONDITIONS OF COLLECTIVE IMPACT

How well have you addressed the 3 pre-conditions of collective impact? What else needs to be done? How might you do that?

1. INFLUENTIAL CHAMPIONS – You have a diverse network of credible leaders willing to champion your issue and work collaboratively to address it.

2. URGENCY OF THE ISSUE – How is your issue perceived across the community? Do you need to heighten awareness?

3. ADEQUATE RESOURCES – Have you secured financial and/or in-kind resources to support your collaborative work to build momentum?

CREATING A COMMON AGENDA

WHAT IS THE SHARED VISION FOR THE CHANGE YOU WANT?

HAVE PARTNERS AGREED ON A JOINT PLAN TO ACHIEVE THE VISION?

WHO ELSE NEEDS TO BE ENGAGED TO SHAPE YOUR COMMON AGENDA?

DATA & SHARED MEASUREMENT

What data do you have to inform your understanding of your shared issue and help frame your common agenda?

WHAT ARE NEXT STEPS FOR YOUR SYSTEMS-CHANGE AGENDA:

APPLYING THE LENS OF SYSTEMS CHANGE

Program strategy help people to “beat the odds”. Systems change strategies seek to change the odds for everyone

- Have CI partners considered &/or identified opportunities for systems change?
- Are strategies to advance systems change part of your CI Action Plan?

BACKBONE INFRASTRUCTURE

Assess your backbone’s readiness against the six core functions of the Backbone infrastructure:

<table>
<thead>
<tr>
<th>BACKBONE ROLE</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guide Vision and Strategy</td>
<td></td>
</tr>
<tr>
<td>Advance Policy</td>
<td></td>
</tr>
<tr>
<td>Mobilize Resources</td>
<td></td>
</tr>
<tr>
<td>Build Community Engagement</td>
<td></td>
</tr>
<tr>
<td>Support Shared Activities</td>
<td></td>
</tr>
<tr>
<td>Establish Shared Measurement Practices</td>
<td></td>
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</tbody>
</table>

CONTINUOUS COMMUNICATION

KEY CONSIDERATIONS | NEXT STEPS
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Partners have developed a common language for their work.</td>
<td></td>
</tr>
<tr>
<td>Insights &amp; learning from the CI effort are shared with partner organizations</td>
<td></td>
</tr>
<tr>
<td>Progress and learning is regularly shared with the community.</td>
<td></td>
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</tbody>
</table>
**BUILDING YOUR CI ACTION PLAN**

Use the Collective Impact 5 Phase Self-Reflection & Planning Tool to assess the strengths and key tasks your CI Initiative needs to accomplish over the next 6-12 months for each of the 4 components of success:

<table>
<thead>
<tr>
<th>CI Components of Success</th>
<th>Phase I</th>
<th>Phase II</th>
<th>Phase III</th>
<th>Phase IV</th>
<th>Phase V</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance &amp; Infrastructure</td>
<td>Identify champions &amp; form cross-sector steering committee (SC) in the region</td>
<td>Launch Action Teams &amp; establish infrastructure</td>
<td>Build out the CI infrastructure &amp; make Action Teams more effective</td>
<td><strong>GOVERNANCE &amp; INFRASTRUCTURE</strong></td>
<td></td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>Build dialogue, strategic vision &amp; resources</td>
<td>Create a common agenda, share problems &amp; solutions, &amp; a pathway to success</td>
<td>Develop strategies &amp; plans for implementation, identify early wins</td>
<td><strong>STRATEGIC PLANNING</strong></td>
<td></td>
</tr>
<tr>
<td>Community Engagement</td>
<td>Engage community members, identify &amp; discuss community needs</td>
<td>Engage community in the action plan</td>
<td>Continue engagement &amp; continue to build partnerships</td>
<td><strong>COMMUNITY ENGAGEMENT</strong></td>
<td></td>
</tr>
<tr>
<td>Evaluation, Improvement &amp; Learning</td>
<td>Identify &amp; respond to gaps in evidence and data</td>
<td>Develop high-level shared metrics and/or strategic action plan for SC leaders</td>
<td>Collect, track, and report progress, establish performance benchmarks</td>
<td><strong>EVALUATION, IMPROVEMENT &amp; LEARNING</strong></td>
<td></td>
</tr>
</tbody>
</table>
Assessing the Collective Impact Framework

- How might the Collective Impact framework support Talent 2025 to achieve its goals?
  - Identify potential challenges?
  - Identify possible opportunities?

- Ask 1 person to capture notes of your group’s dialogue
- Make sure all have a chance to speak
- Each group will be asked to share back 2 challenges & 2 opportunities from your discussion
- You will have 15 minutes
Whole Group Debrief

• AHAs & Insights
• New Questions?
Type 1 word or phrase into the chatbox that summarizes what you are taking away from today’s session.
Learn More About…

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