



# **COLLECTIVE IMPACT FORUM**



**March 31, 2021**

**Office Hours:**

**How To Embed Clear Roles and Responsibilities Across  
Your Collective Impact Governance**



## Land Acknowledgement

We would like to acknowledge that this session is presented and recorded on the traditional land of the Nacotchtank, the Ohlone, the Coast Salish, the Suquamish, and the Duwamish people past and present.

We honor with gratitude the land itself and the Nacotchtank, the Ohlone, the Coast Salish, the Suquamish, and the Duwamish tribes.

Thank you.



## Participatory Land Acknowledgement

Please let us know the indigenous lands that you are on in the chat!

If you are not sure whose land you are on, and are based in the United States or Canada, you can either:

- Enter your location here: <https://native-land.ca/>
- Text your city and state or zip code to **1-855-917-5263**

*This text service is an open source project created by Code for Anchorage*



# Welcome!

- We want to hear from you! Share your **questions** in the Q&A section where the moderator can review them.
- A **recording** of today's discussion will be made available within 24 hours. We'll send you an email once it's online.
- When using the chat box, if you want all attendees to view your message, make sure to designate it “**All Attendees and Panelists.**”
- Share on Twitter at **@CIForumtweets** and **#collectiveimpact**

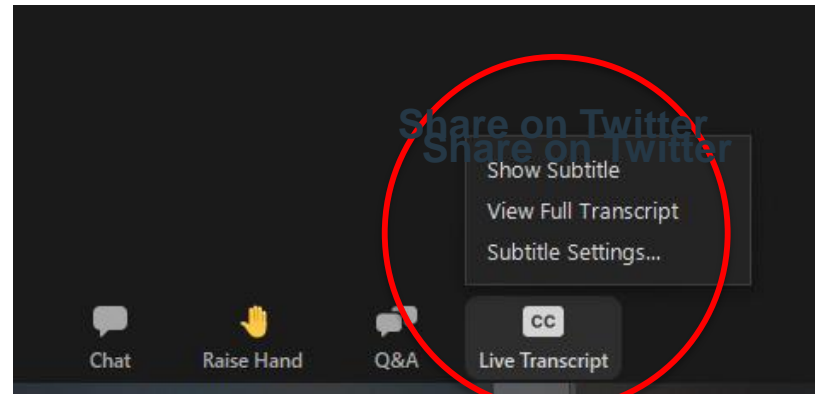


# Live Captioning

## Live Captioning

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## For Technical assistance

E-mail **Ask for assistance in the Question box** or email **[tracy.timmons-gray@collectiveimpactforum.org](mailto:tracy.timmons-gray@collectiveimpactforum.org)**

# Today's Team

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Executive Director  
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# Poll

**Are you currently part of a collective impact initiative?  
If so, what is your role?**

- A) Backbone
- B) Funder
- C) Partnering Organization
- D) Steering Committee / Working Group Member
- E) Other or N/A



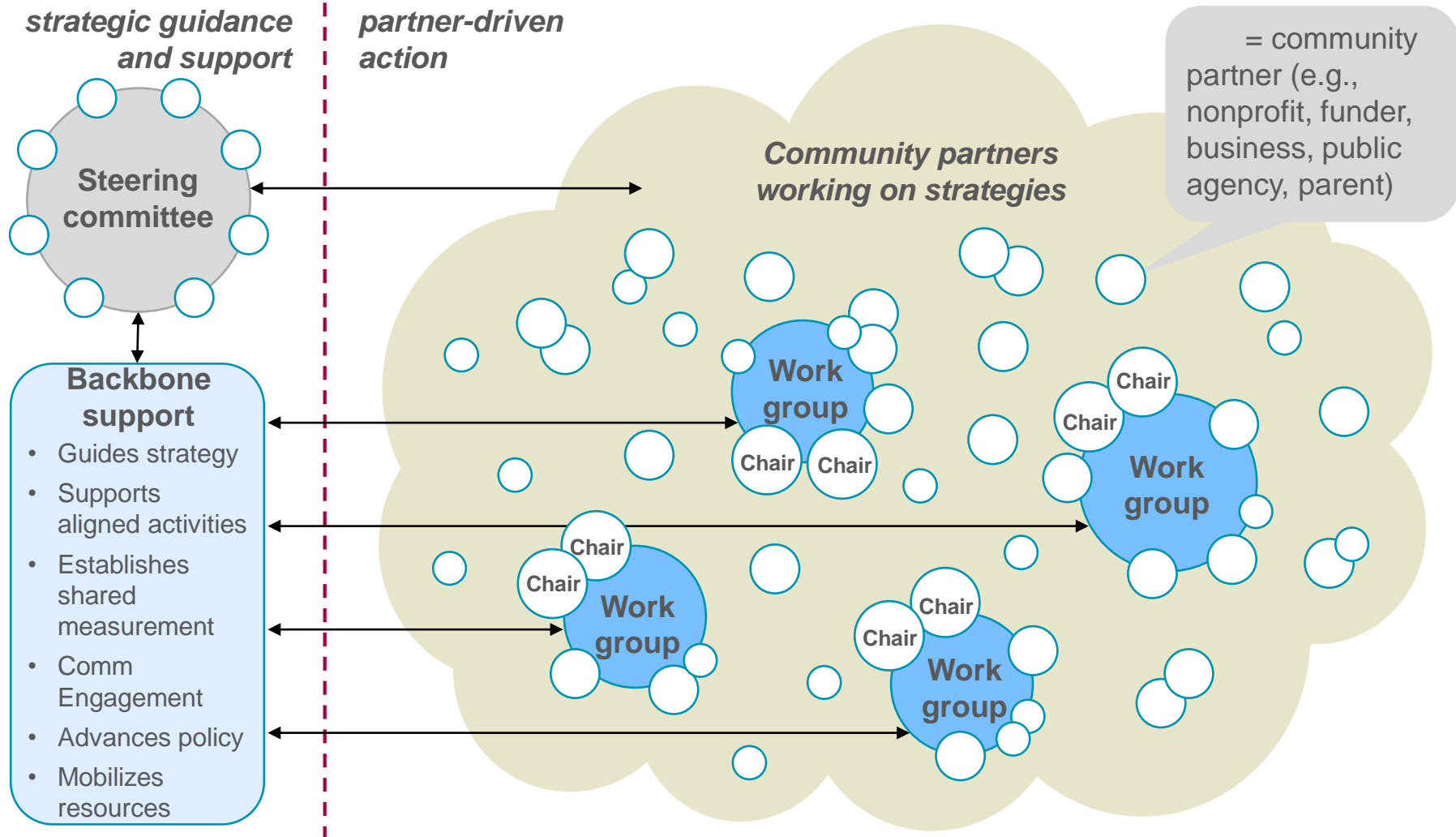
# Roles in Cross-Sector Collaboration





# Collaborative Infrastructure: Structuring for Intentionality and Uncertainty

## Common agenda and shared metrics



# Leadership Is Distributed Across Partners

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## Steering Committee

- Provides **strategic direction** for the initiative
  - **Champions** the work
  - **Aligns own work** to common agenda
  - Some Steering Committee members serve on **working groups**
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## Backbone

- Provides **dedicated staff**
  - Supports the work of partners by assisting with **strategic guidance**, supporting **aligned activity**, establishing **shared measurement**, building **public will**, advancing **policy**, and mobilizing **resources**
- 

## Working Group

- Comprised of **cross-sector community partners targeting particular element of common agenda**
  - **Typically led by co-chairs**, supported by the backbone
  - Designs and implements strategies, involving non-working group members as needed
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## Community partner

- **Individual organizations and members of the community** (e.g, nonprofit, funder, business, public agency, student, parent,)
  - Partners should have **access to a variety of opportunities to learn about and engage** in the initiative, and will be key to implementing strategies
  - Ultimate “power” resides within the **community at large**
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# Clear Expectations and Norms

## Tips for effectively managing across the governance structure

- Clear, collectively **established expectations of roles** held by different organizations and individuals
- **Working norms** drafted together, and understood by the group
- Attention paid to **effective communication** across different components of the collaborative structure, throughout strategy development and implementation
- Recurring engagement in **group reflection** to facilitate innovation and sustain a culture grounded in learning, trust, and equity



# THERE ARE SEVERAL MISPERCEPTIONS AND POTENTIAL MISSTEPS RELATED TO THE BACKBONE

## Common Misperceptions and Missteps

- The backbone organization **sets the agenda** for the group
- The backbone organization **drives the solutions**
- The backbone organization **receives all the funding**
- The backbone **can be self appointed** rather than selected by the community
- The backbone is “**business as usual**” in terms of staffing, time, and resources



## Eight Principles of Practice From Collective Impact Are Important to Keep In Mind When Discussing Roles

1. Design and implement the initiative with a **priority placed on equity**
2. **Include community members** in the collaborative
3. Recruit and co-create with **cross-sector partners**
4. **Use data** to continuously learn, adapt, and improve
5. Cultivate leaders with unique **system leadership skills**
6. Focus on **program and system strategies**
7. **Build a culture that fosters relationships**, trust, and respect across participants
8. **Customize** for local context

Source: [www.collectiveimpactforum.org](http://www.collectiveimpactforum.org)



# Questions



# COLLECTIVE IMPACT ACTION SUMMIT



APRIL 27-29, 2021

Join us online this April 27-29 for the [2021 Collective Impact Action Summit!](#)

Featuring 25 virtual sessions, along with plenary sessions with **Rev. Dr. William Barber** (Repairers of the Breach), **Melody Barnes** (Aspen Institute Forum for Community Solutions), **Crystal Echo Hawk** (IllumiNative), **Rashad Robinson** (Color of Change), **Nayantara Sen** (Race Forward), and **Sonya Renee Taylor** (activist, poet and author of *The Body Is Not an Apology*.)

[Learn more and Register](#)



## [Collective Impact Forum Podcast!](#)

You can find this ongoing series on **your preferred podcast-streaming platform**, including [Itunes](#), [Spotify](#), [iHeartRadio](#), and [Stitcher](#). Subscribe now and never miss a future episode!

### **Podcast highlights include:**

- Getting Started in Collective Impact
- Collaborating during COVID-19
- Holding Hard Conversations and Moving Beyond Neutrality
- Allies and Co-Conspirators: Stepping up to support Anti-Racism
- Building Trust among Partners and Sharing Credit





## Appendix



# CORE BACKBONE FUNCTIONS

**Guide  
Vision and  
Strategy**

**Support  
Aligned  
Activities**

**Establish  
Shared  
Measure-  
ment  
Practices**

**Advance  
Policy**





**Mobilize  
Resources**

**Cultivate Community Engagement and Ownership**

Source: FSG Interviews and Analysis



# Many types of organizations can serve as backbones

Types of Backbones	Examples
Funders	
New Nonprofit	
Existing Nonprofit	
Government Agency or School District	
Shared Across Multiple Organizations	<b>Communities that Care</b> COALITION

Source: FSG Interviews and Analysis



## THE FIELD'S UNDERSTANDING OF THE BACKBONE HAS CONTINUED TO EVOLVE AS WELL

- The backbone can be a single organization, or individuals housed in a multiple organizations
- The quality of leadership required to guide a collective impact initiative – system leadership – is unique
- Backbone leaders often must navigate their initiative's relationship with other collaborative efforts in a region

Source: FSG Interviews and Analysis

# A strong **steering committee** is important for building credibility and bringing other stakeholders to the table

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## **Strategic direction**

- Helping to establish the common agenda
- Championing the effort broadly in the county
- Aligning the actions of own agencies to the initiative's goals, indicators, and strategies
- Promoting the effective use of data for continuous improvement

## **Oversight**

- Interacting with the backbone support entity on strategy, community engagement and shared measurement
- Monitoring progress against common agenda goals and indicators to ensure continued advancement and to uncover any obstacles
- Providing guidance to working groups' efforts and ensuring connections are made

## **Active, regular participation**

- Participating in regularly scheduled meetings in person (every 4-6 weeks)
- Reviewing pre-read materials prior to meetings, doing any “homework” assignments to come prepared for engaged discussion, active listening, and respectful dialogue
- Committing to 6-12 months membership of the Steering Committee

# Work Groups Have the Following Responsibilities

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## Strategy and indicator development

- Review research on effective strategies within local context (if applicable) and external best practices
- Use data to inform identification of strategies and ongoing refinement
- Develop and refine indicators

## Implementation

- Coordinate activities among work group member organizations and other relevant partners
- Identify resources to support and / or execute strategies
- Provide progress updates to and learn from the steering committee, backbone, and other work groups

## Leadership

- Champion the effort with relevant stakeholders
- Align member organizations' work to the goals, indicators, and strategies of the work group where possible