



**COLLECTIVE
IMPACT FORUM**



Key Factors for Success in Collective Impact: Evaluation Findings from the Field

December 10, 2019

Welcome!

- We want to hear from you! Share your **questions** in the question box on the right.
- A **recording** of today's discussion will be made available within 24 hours. We'll send you an email once it's online.
- **Download a PDF of this presentation** in the Handout Section on the right of your screen.



**Jennifer Splansky
Juster**
Executive Director,
Collective Impact
Forum

Ways to Join the conversation

1

Ask a question

Send questions via the Q&A box on the right of your screen.

2

Share on Twitter

@CIForumtweets

@FSGtweets

#CollectiveImpact

Technical assistance

E-mail Ask for assistance in the Question box on the right or email info@collectiveimpactforum.org

Presenters



Danae Davis

Executive Director | Milwaukee
Succeeds

Chair, StriveTogether Board of
Directors



Bridget Jancarz

Chief of Staff | StriveTogether



Justin Piff

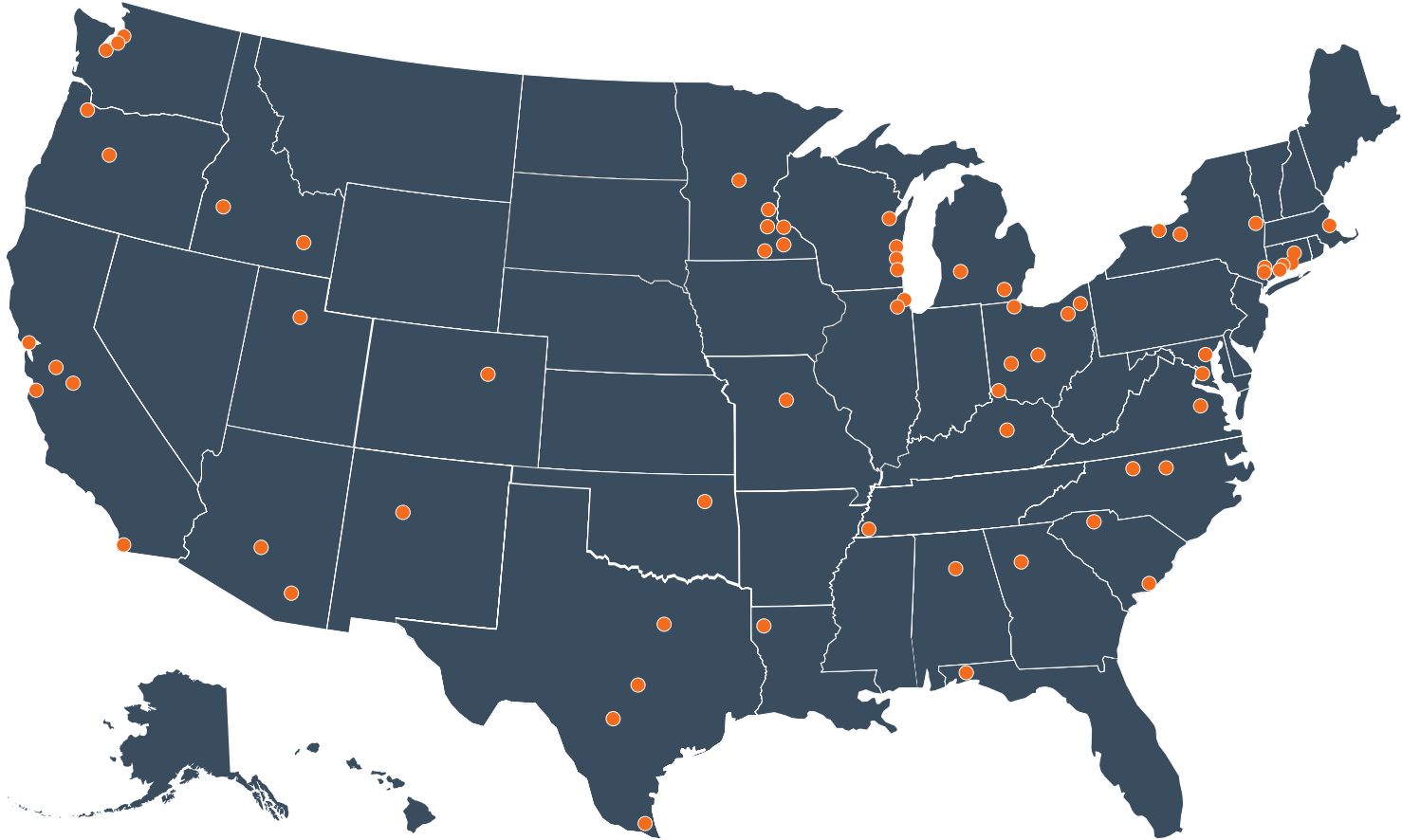
Vice President, Learning and Impact
| Equal Measure

What we hope you'll learn:

1. StriveTogether evaluation methodology
2. Insights from the evaluation to guide collective impact work
3. Possible implications for the field
4. Anything you ask questions about!



The StriveTogether Cradle to Career Network



29 STATES
+ DISTRICT OF COLUMBIA



66 COMMUNITY PARTNERSHIPS
building local infrastructure to improve educational outcomes for every child



13.7 million children impacted

Why did we want to do an evaluation?

- Bring a level of quality and rigor to the field
- Test our hypothesis for how communities could work differently to improve outcomes for kids and families
 - Theory of Action
 - Impact on outcomes

We knew we wouldn't be able to:

- Attribute exact correlation or causation
- Use a control group

What is Civic Infrastructure?

How a community holds itself collectively accountable and organizes to implement a cradle-to-career vision.

StriveTogether Theory of Action™

PRINCIPLES



ENGAGE THE
COMMUNITY



ADVANCE
EQUITY



DEVELOP A CULTURE
OF CONTINUOUS
IMPROVEMENT



LEVERAGE
EXISTING
RESOURCES

PILLARS



SHARED
COMMUNITY
VISION



EVIDENCE-BASED
DECISION
MAKING



COLLABORATIVE
ACTION



INVESTMENT &
SUSTAINABILITY

GATEWAYS

EXPLORING

EMERGING

SUSTAINING

SYSTEMS
CHANGE

PROOF
POINT

SYSTEMS
TRANSFORMATION



StriveTogether Evaluation Methodology

Measuring Civic Infrastructure

83-question survey that:

- **Focused on partner experience**
- **Identified what we would *expect to see* in the community**
- **Calculated percentages based on the people who saw evidence of civic infrastructure in their communities (answered a “4” or “5” on a five-point scale)**

What else was included?

Outcomes Evaluation

- 10 communities (subset of partner survey group)
- Three years of data for:
 - Cradle to career indicators
 - Contributing indicators

Qualitative Interviews

- Subset of evaluation communities
- Questions focused on:
 - Strengths of the framework
 - Challenges of the framework
 - Examples for how communities implement work across the TOA

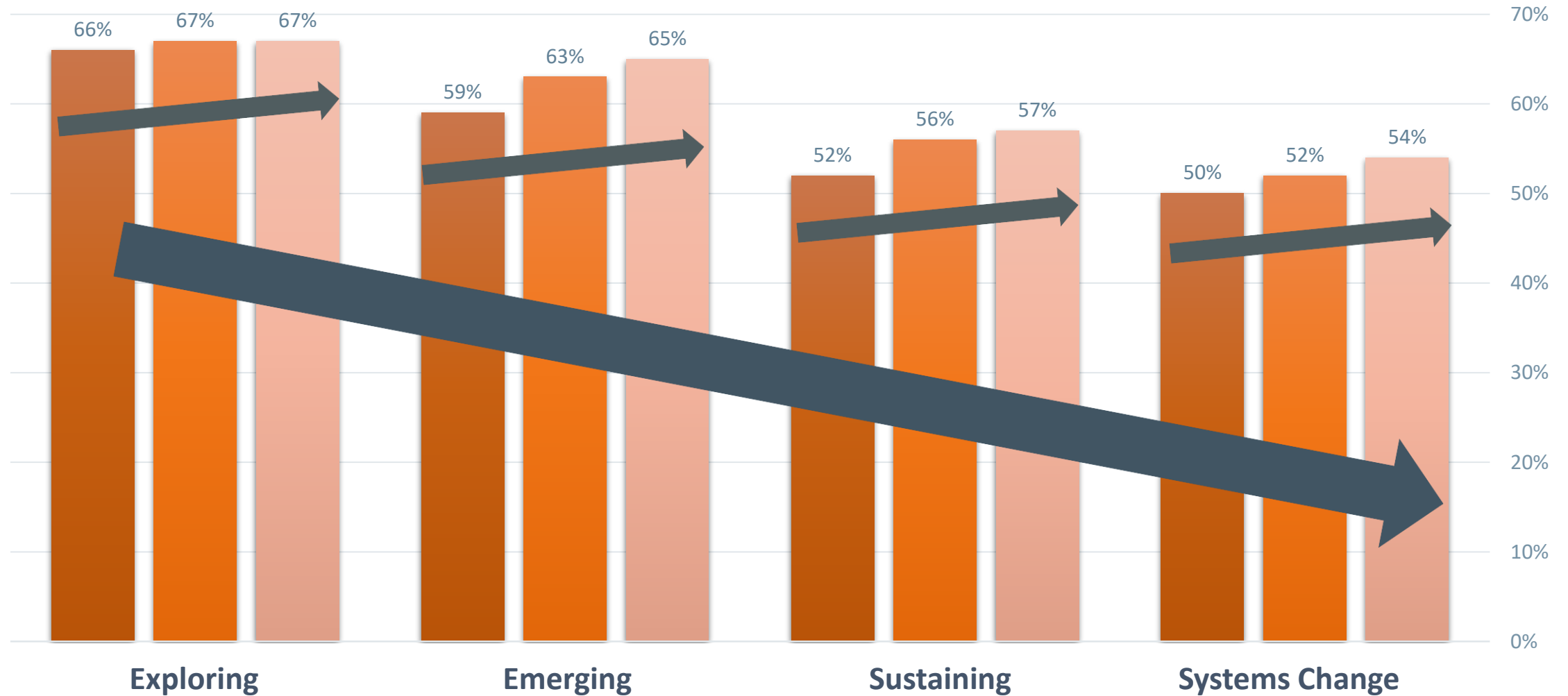
Note that questions were also developed to identify learning gaps in the field related to: equity, community engagement, and systems change.

Who Participated?

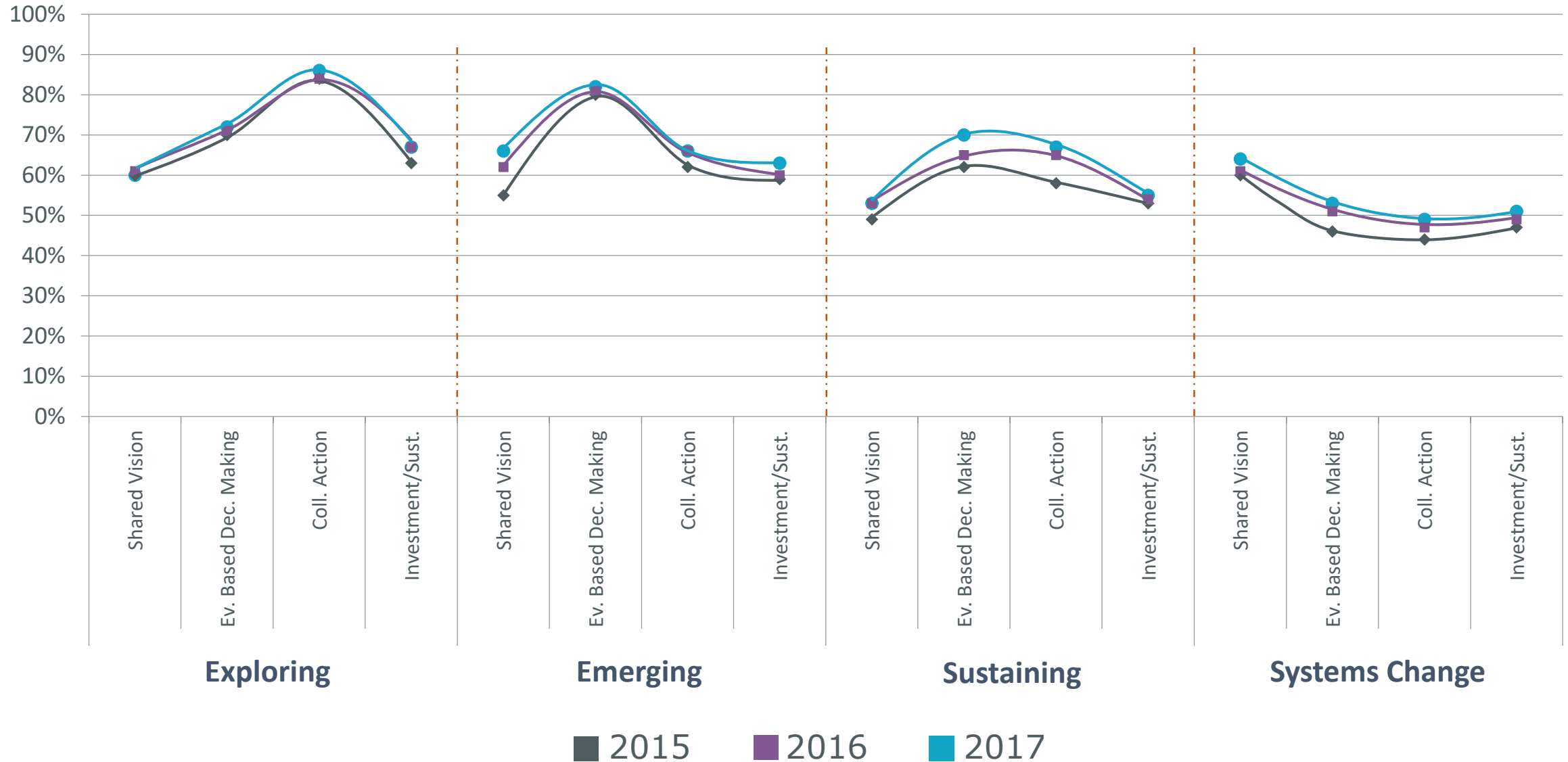
- Albany – Albany Promise
- Austin – E3 Alliance
- Birmingham – Bold Goals Education
- Cincinnati – StrivePartnership
- Dallas – Commit!
- Dayton – Learn to Earn Dayton
- Milwaukee – Milwaukee Succeeds
- Portland – All Hands Raised
- Racine – Higher Expectations
- Red Wing – Every Hand Joined
- Richmond – Bridging Richmond
- Rochester – ROC the Future
- Spartanburg – Spartanburg Academic Movement
- Tulsa – ImpactTulsa
- Twin Cities – Generation Next
- Washington, D.C. – Raise D.C.
- Winston-Salem – Forsyth Promise



Civic Infrastructure Develops According to the Theory of Action Gateways



Partnerships Develop Civic Infrastructure with Consistency



Evaluation Finding

Building civic infrastructure can lead to improvements in contributing indicators.

Critical Role of Contributing Indicators

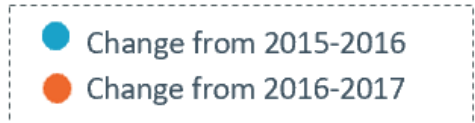
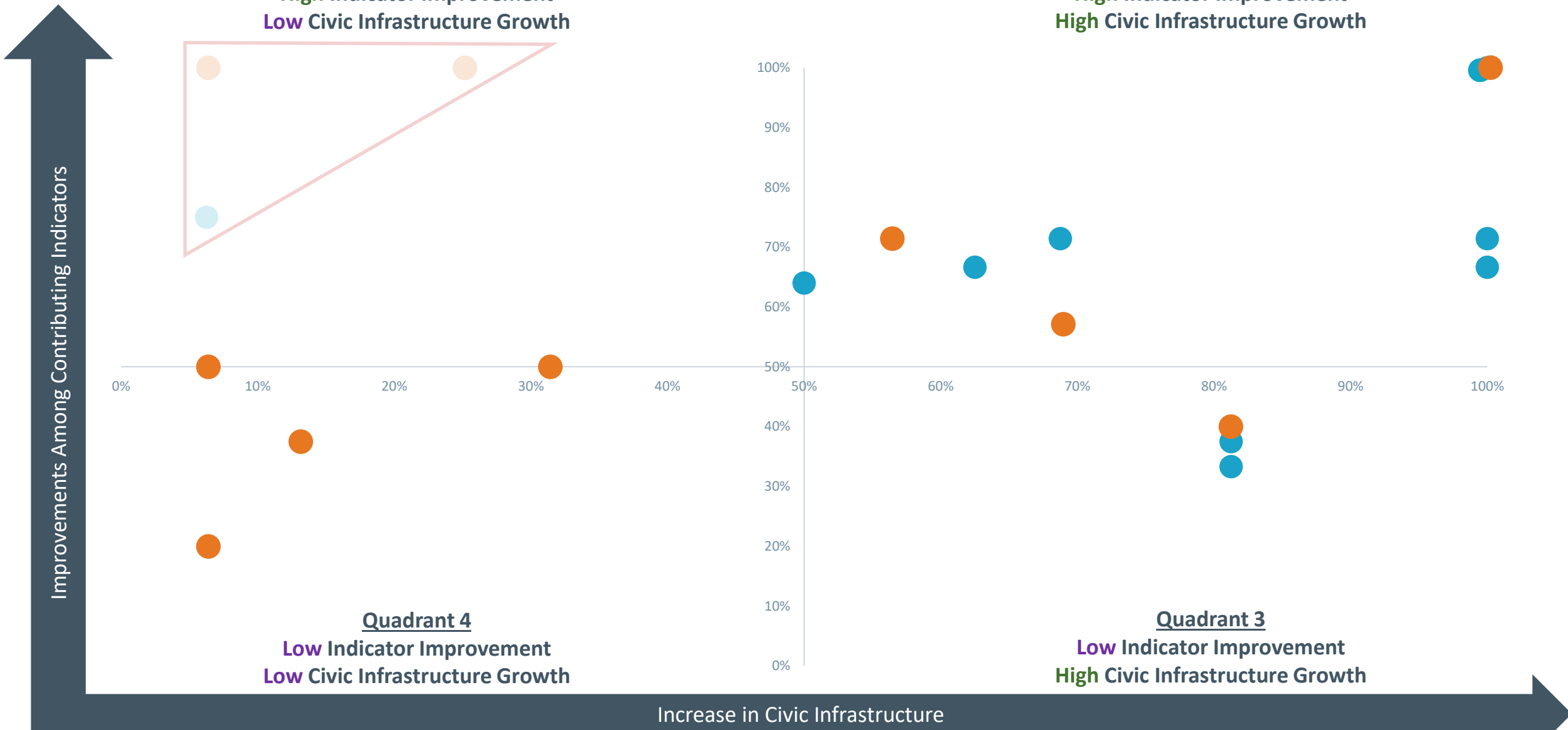
Contributing Indicators

- # high quality childcare programs
 - Pre-K attendance rates
- FAFSA completion
 - ACT Scores



Outcome

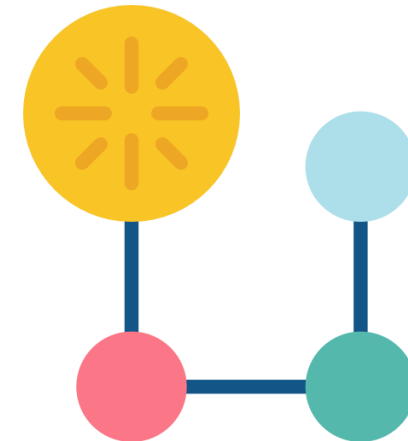
- Kindergarten readiness
- Postsecondary enrollment



Impact on our work

Insights to guide our work

- Theory of Action revisions
- Using data for improvement is critical in our framework (and our superpower)
- Shift from community engagement to community authority
- Importance of shared vision at all stages
- Advancing equity must be central and explicit
- You can't work at the system-level too early



Data are Critical to Creating Shared Vision and Prioritizing Work



Data can help:

- Identify populations and outcomes of focus.
- Highlight gaps in systems and across organizations.
- Assess and improve program, organizational and community progress.
- Keep partners accountable.

Community engagement poses challenges when parents and youth are less frequently engaged in setting goals or contributing to the shared vision.



Community Engagement

The success of initiatives like the Preschool Promise is the result of culture the partnership helps create.

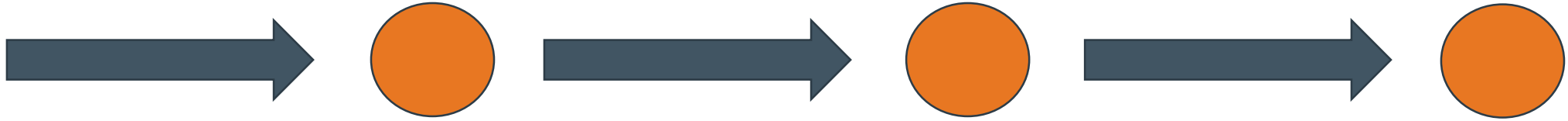
“Learn to Earn Dayton has created a culture in the community that this is not just the school district’s work to improve outcomes, but that it’s a community issue.”

Michael Carter

Chief Diversity Officer for Sinclair
Community College



Shared Vision



- Alignment on shared vision is a necessary starting point
- Shared vision isn't once and done – it requires redesign, renegotiation, and realignment at different points
- Milwaukee Succeeds recent strategic planning process was an art – not a science– on realigning partners to shared goals

Partnerships Seek Equity in Process and Outcomes by:



Understanding how policies affect racial equity



Disaggregating data, targeting outcome disparities



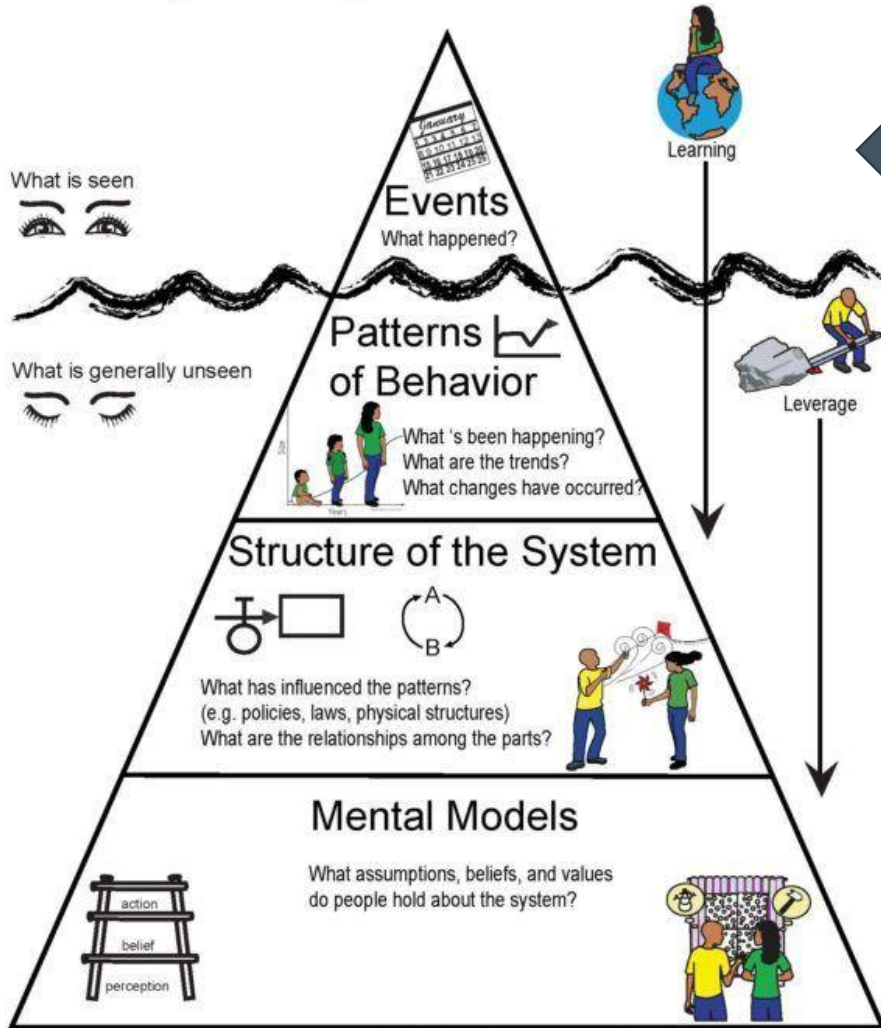
Including community voice



Racial, ethnic, gender diversity of leadership, partners

Working at the Systems-level

Iceberg... Seeing What's Below the Surface



It's easy to default to strategies and work that sits at this level – events or activities that reduce harm but don't change the way systems fundamentally work

To create systems that operate with equitable processes to achieve equitable outcomes, strategies must focus on the more adaptive parts of the work

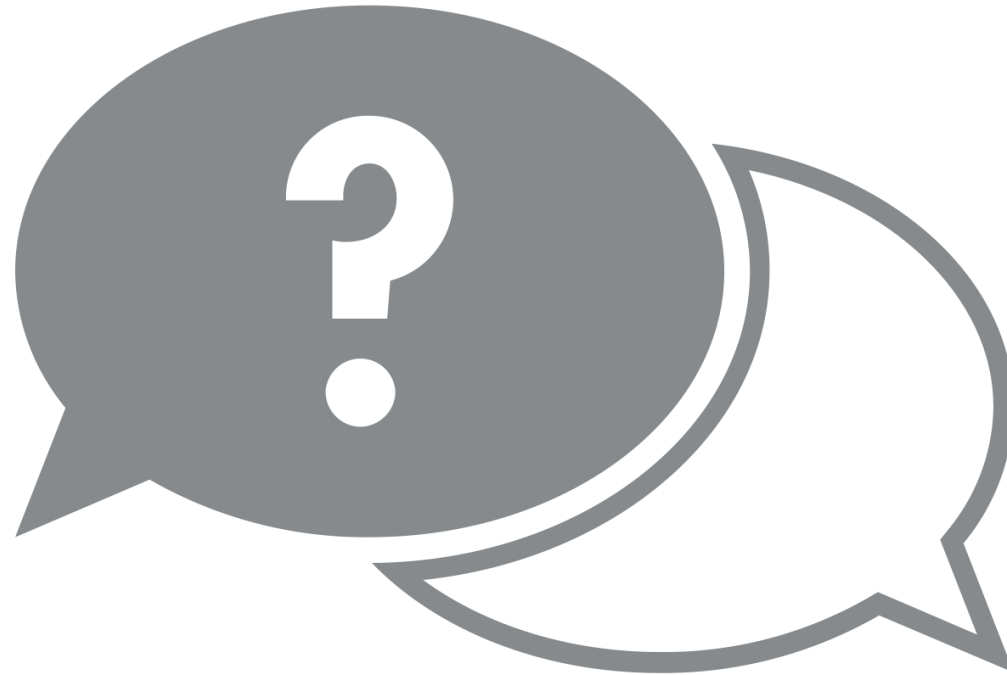
Implications for the field

Redefining Quality Collective Impact



- Collective Impact with rigor has real impact.
- Civic infrastructure should be built in a sequence to support better outcomes.
- Transforming systems takes time and patient capital.

Q&A



2020 Collective Impact Convening

May 6-8, 2020 — Minneapolis, MN

- **Seventh annual convening** on collective impact
- **In-depth peer learning** with 800+ backbones, funders, and other practitioners
- **35+ interactive sessions** on equity, community engagement, data, narrative change, and more
- **Local site visits** to explore social change in action in the Twin Cities
- And more!

[Registration now open!](#)

Forum events fill up far in advance. Save your spot now during the early-bird window and join us for our biggest learning event of the year!

