



# COLLECTIVE IMPACT FORUM



Welcomes you to the

## Collective Insights on Collective Impact Webinar Series

*Our second webinar*

**“Too Much Collective, Too Little Impact: Aligning  
Multiple Initiatives in One Community”**

*will begin shortly.*



# Welcome from the Collective Impact Forum

- Join the Collective Impact Forum: [collectiveimpactforum.org](http://collectiveimpactforum.org)
- Submit questions at the bottom of your screen on the “General Chat” tab.
- Download today’s deck at the Collective Impact Forum.
- Technical assistance: KRM Support at 800-775-7654 or [custserv@krm.com](mailto:custserv@krm.com).



**John Kania**  
Managing Director,  
FSG

# Panelists



**Polly Lusk Page**  
Executive Director,  
NKYEC



**Mark Stewart**  
President,  
United Way of  
Bartholomew County



**Marianne Schmidt Hurtt**  
SVP & Regional Manager,  
PNC Bank

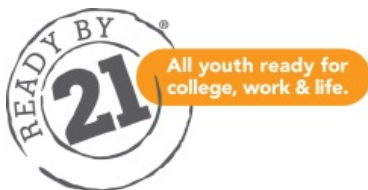


**Karen Pittman**  
Co-Founder, CEO



**Merita Irby**  
Co-Founder, COO

# The Ready by 21 Theory of Change



# Agenda

1

## **Northern Kentucky Education Council**

- **Aligning Multiple Partnerships within a Complex Geographic Footprint**
- **Increasing Investments & Tackling Shared Measurement**

2

## **Bartholomew County, Indiana**

- **Facilitation Techniques that Helped 3 Partnerships Align Goals & Indicators and Identify Areas for Joint Work**

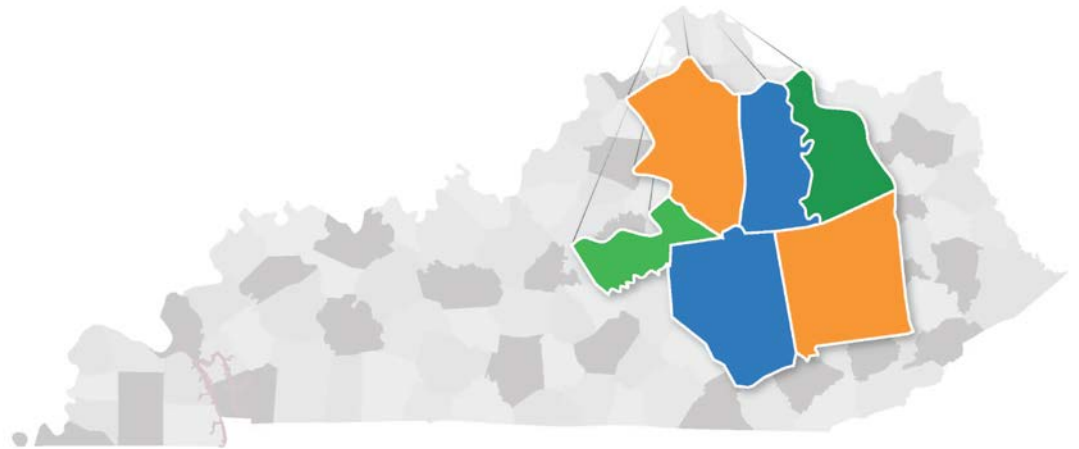
3

**Q&A**



# NORTHERN KENTUCKY Education Council

- The Council serves as a catalyst for **collaboration, change** and **progress** toward regional education goals in Boone, Campbell, Gallatin, Grant, Kenton and Pendleton counties.



- ★ 18 public school districts
- ★ 3 postsecondary institutions
- ★ **85,504** students enrolled in the Talent Continuum

# 2008: An Emerging Constellation of Partners



Northern Kentucky  
Association of School  
Superintendents



Council of Partners  
*P-20 Council*

# Challenges and Opportunities





# Geographic Footprints



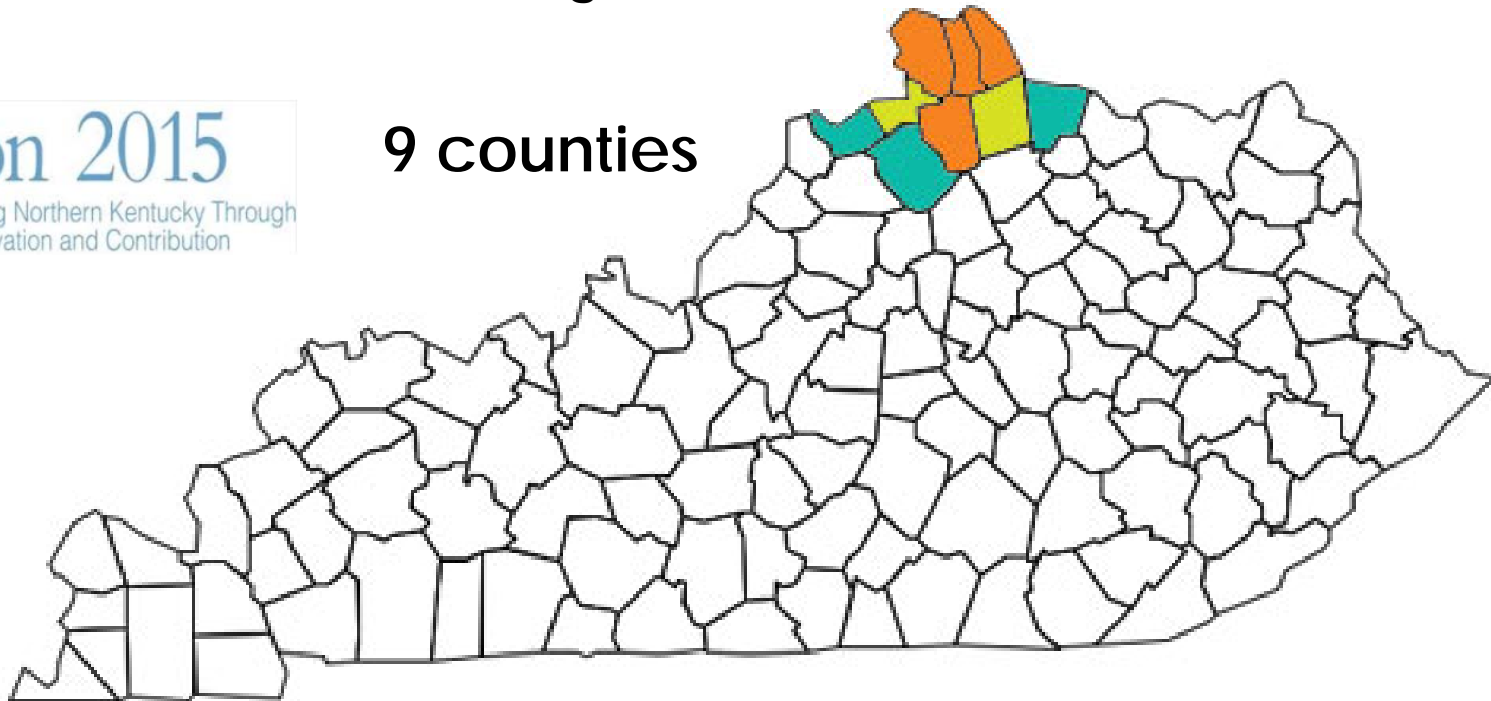
**4 counties in No. Kentucky**  
15 counties total including  
Ohio and SW Indiana



**6 counties**  
including 18 school districts

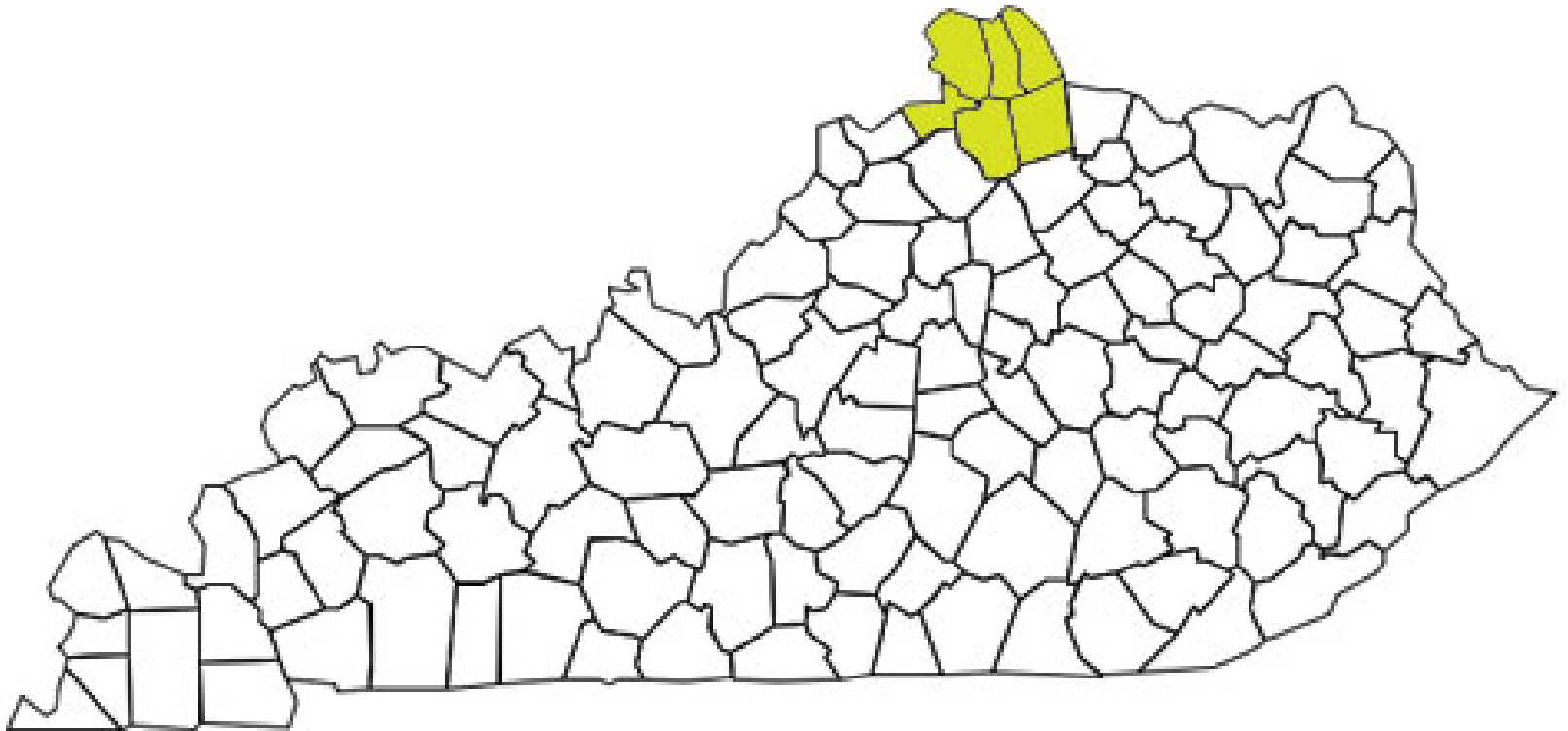


**9 counties**



# Geographic Footprints

Alignment of  
Initiatives



# Partnering Toward Common Goals

**Northern Kentucky  
Association of School  
Superintendents**



Education Implementation  
Team



Education Alliance



United Way  
of Greater Cincinnati

**Council of Partners**  
*P-20 Council*

# Partnering Toward Common Goals



NORTHERN KENTUCKY  
**Education Council**

## Regional Education Goals

**Northern Kentucky  
Association of School  
Superintendents**



**Strive Together**  
Every child. Cradle to career.





# NORTHERN KENTUCKY Education Council

*The Northern Kentucky Education Council promotes communication among public and private school systems, post-secondary institutions, the business community, and government agencies about educational issues. The Council serves as a catalyst for collaboration, change, and progress toward regional educational goals.*

## **CEO Leadership Board**

*Community Advocacy and Funding*

## **Board of Directors**

*Policy Development, Oversight and Guidance  
Equal Representation of Education, Business and Community*

## **Executive Director**

*Organizational Leadership, Direction and Daily Operation*

## **Regional Education Goals**

### **Reducing Barriers to Student Learning**

*NKY will ensure successful transition for every child and student along the continuum from birth through career.*

Team Co-Chairs  
Leshia Lyman  
Shelli Wilson

### **College and Career Ready**

*Academic rigor and relevance of the curricula in NKY P-20 schools will meet student educational career goals and employment needs in the community.*

Team Co-Chairs  
Karen Cheser  
Christy Petroze

### **Educator Excellence**

*Educators in NKY meet or exceed national standards for educator excellence.*

Kathy Burkhardt  
Susan Cook  
Jen Koenig

### **Education Accessibility and Lifelong Learning**

*NKY has system and outreach programs to make educational opportunities available, accessible and affordable to every community member, no matter what age.*

Team Co-Chairs  
Angie Taylor  
Dave Schroeder

### **Business Involvement and Service Learning**

*NKY is recognized for culture of contribution, through service learning in schools and full engagement of business community in schools.*

Team Co-Chairs  
Jean Loftus  
Ray Hebert

### **Advocacy**

*All education institutions in NKY have the financial resources and program alignment necessary to support the needs of the region.*

Team Co-Chairs  
Mike Hammons  
Anthony Strong



# NORTHERN KENTUCKY Education Council

## Regional Education Goals

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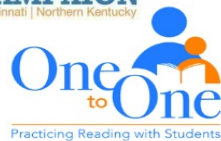
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# Alignment Results



## Increased Investments

Our funders and funding increased over time



plus 18 school districts in No. Kentucky

## Literacy Coaching (example)

Grew from **4 to 42** schools

**88%** of students coached made continuous progress in reading achievement

## High School Students

**92.5%** graduating on time – up from 81% in 2010-11

**64.1%** are college and career ready – up from 51% in 2010-11

**19%** of graduates require college remediation – down from 30% in 2009

# Major Takeaways

1

Start with a focus on the outcomes you want to achieve

2

Draw a picture big enough so that existing efforts see how they can connect and why

3

Identify where there is more efficiency and power in working together than alone

4

Clarify the lines of communication and accountability





# Agenda

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## **Northern Kentucky Education Council**

**Aligning Multiple Partnerships within a Complex Geographic Footprint  
Increasing Investments & Tackling Shared Measurement**

2

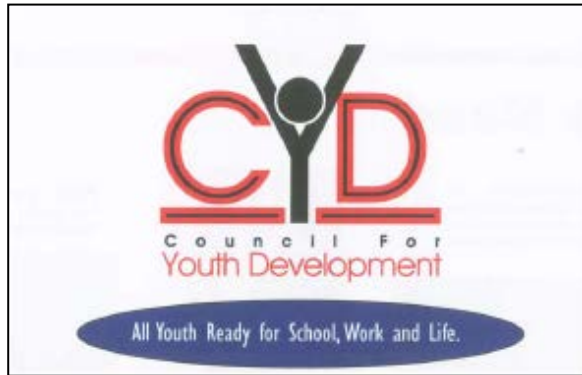
## **Bartholomew County, Indiana**

**Facilitation Techniques that Helped 3 Partnerships  
Align Goals & Indicators and Identify Areas for Joint Work**

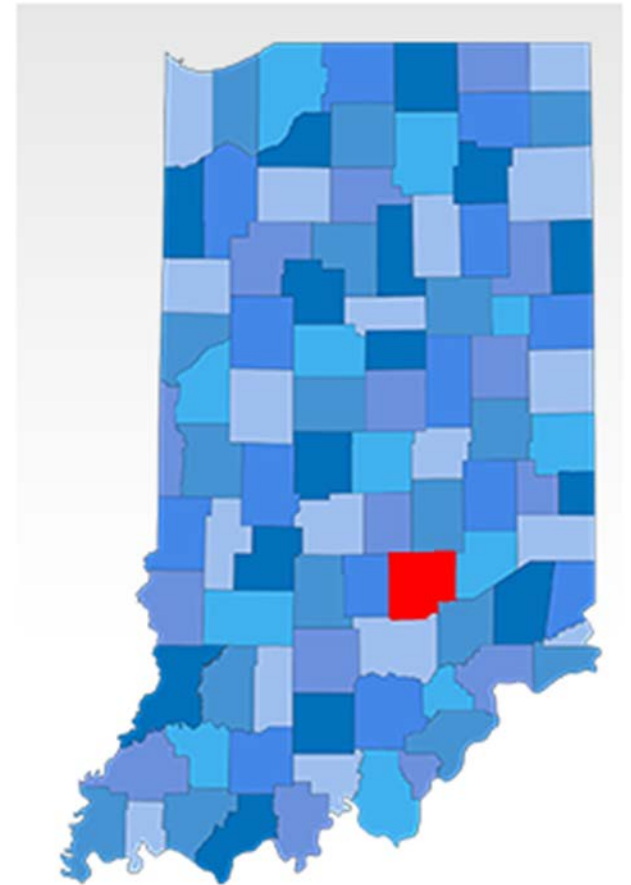
3

# Bartholomew County: Partnerships in Search of Impact

United Way  
of Bartholomew County



Community  
Education  
Coalition



# Toward Common Outcomes & Indicators

Goal statements reflect commitment to education:



**Every child is supported and grows into a successful adult**



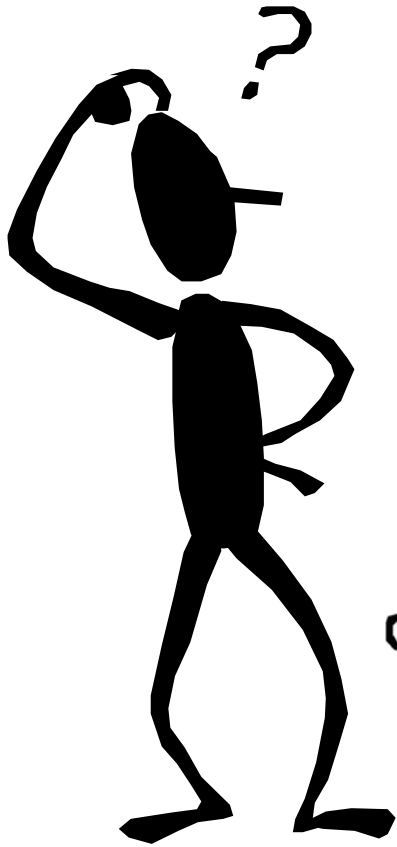
**Ensuring all Bartholomew County youth are Ready by 21**



**Advance student achievement across the entire learning system, pre-K through grade 16 and beyond**

- Outcomes & indicators used to track progress toward the goals differ
- Their broad alignment in goals is lost

*Is there a way to address this challenge so that all leaders can literally be working from the same page?*



# How We Identified Some INITIAL Areas For Common Action

- 1 Started with Outcomes & Indicators  
*balanced out the picture (e.g., social/emotional health)  
“voted with dots” to identify high interest starting points*
- 2 Identified Root Causes & Local Conditions for each indicator
- 3 Identified “Common Causes” through clustering the underlying causes/conditions
- 4 Grouped these “Common Causes” into action areas
- 5 Identified starting points for joint action

# The Leadership Alignment Group Identified a Few Changes That Would Make This More Accessible to Leaders Who Promote Health & Social Outcomes

UWBC Education

Select a name that speaks to the community's focus on education / economic growth but acknowledges the importance of broader investments in child and youth development

Consider adding "babies born healthy" as a priority outcome

Community Goal

## Every child is supported and grows into a successful adult

Priority Outcomes

All children enter kindergarten ready to succeed

All children achieve at or above grade level

Every youth completes post-secondary education

Children/Youth are socially, emotionally and physically healthy

Add a goal with one that speaks to gainful employment

Priority Indicators

% children ready to enter kindergarten

IREAD Passing Rates for 3<sup>rd</sup> Grade  
High school graduation rates

% of population 25 years and over with a 2-yr Degree or Certificate

Risky behaviors

Revisit the education and employment indicators selected

Strategic / Program Indicators

EXAMPLES:  
% of parents that regularly read to their children

% of children at skill level

EXAMPLES:  
% that improve reading participation

% that show increased interest in STEM

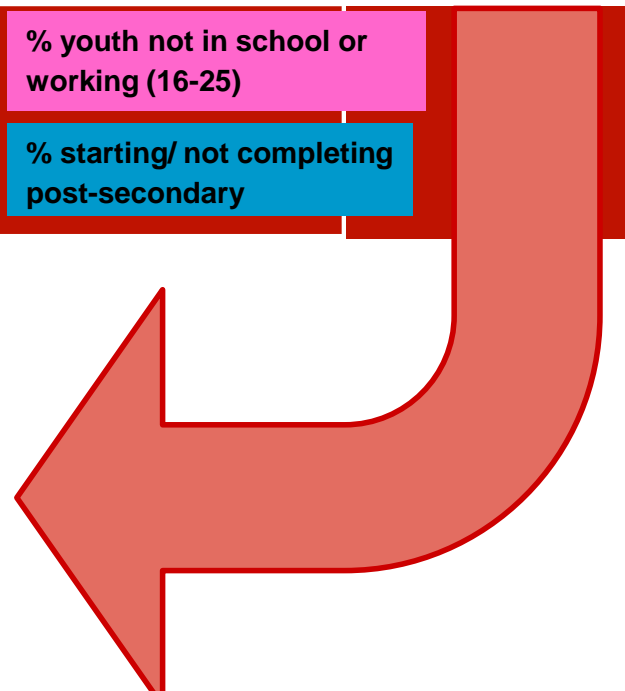
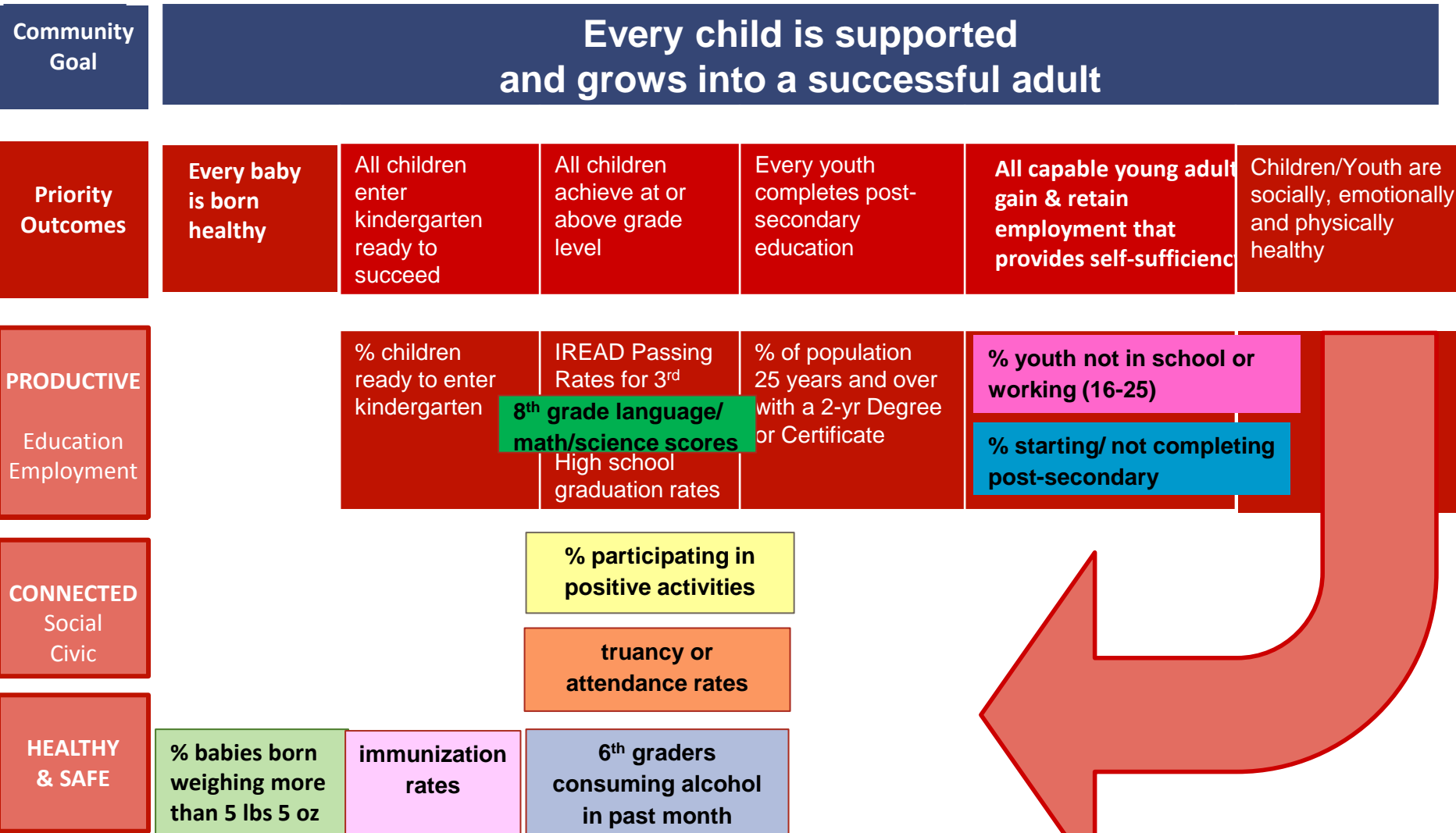
EXAMPLES:  
% of abused/neglected children that will be placed in a permanent family setting  
% of teen volunteers reporting a sense of

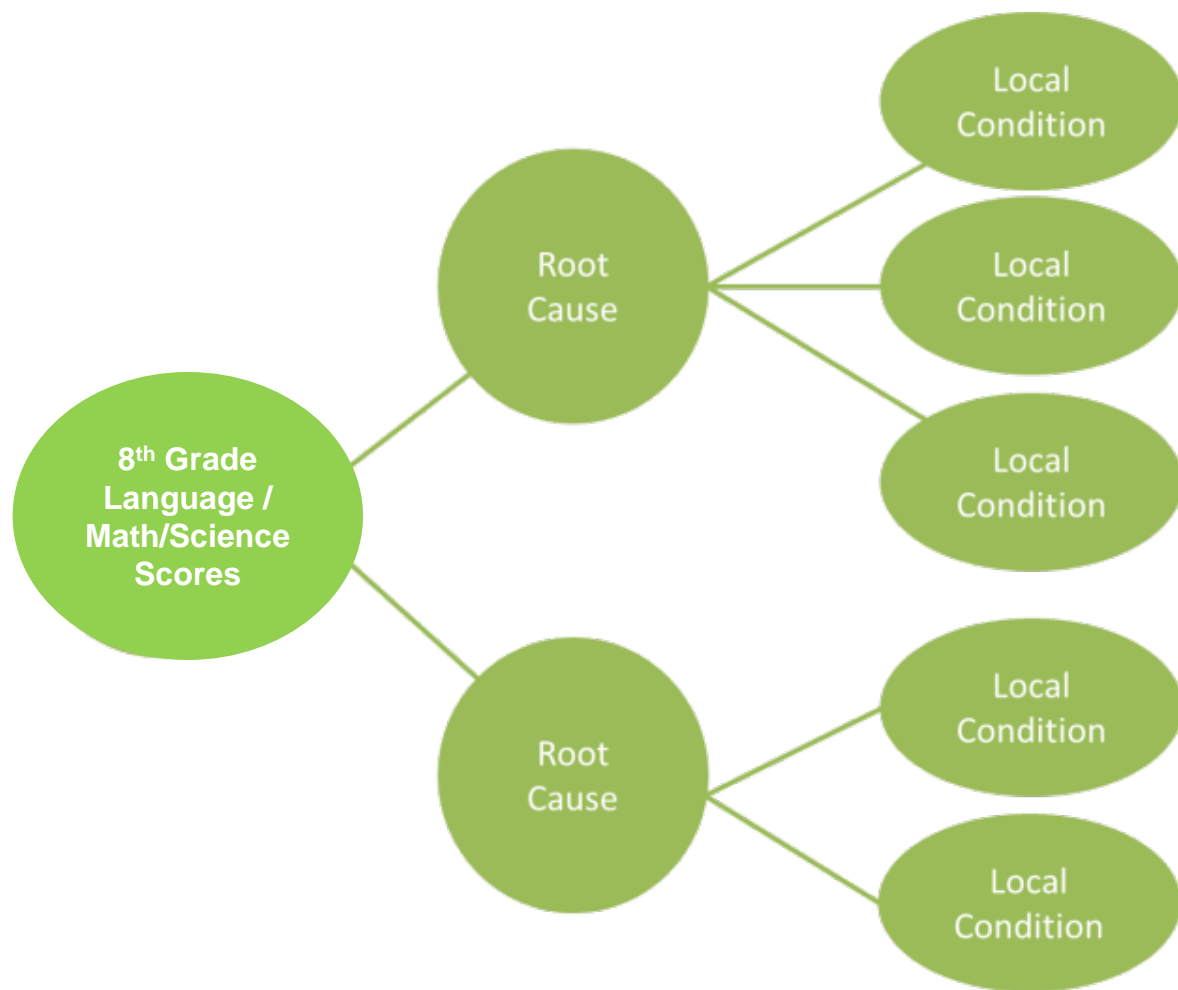
Add a new row to acknowledge the importance of these contributing outcomes to educational success

Begin with population-level indicators and then help programs identify their contribution

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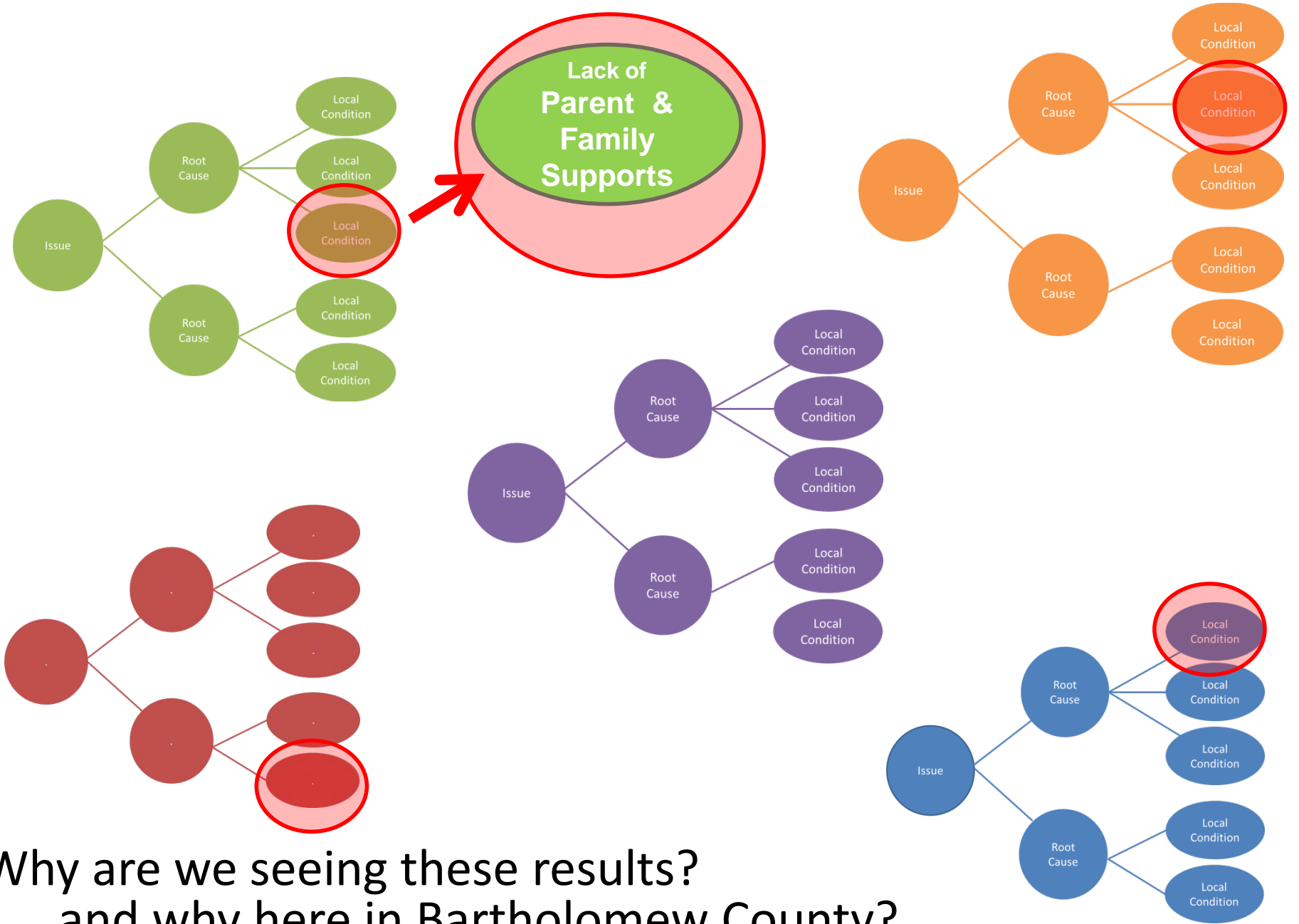
UWBC Youth & Education



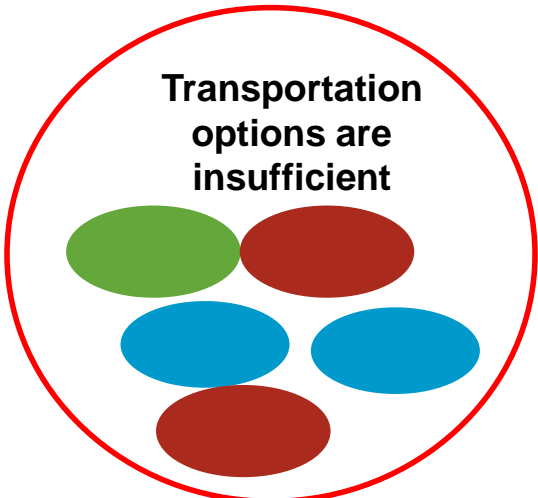
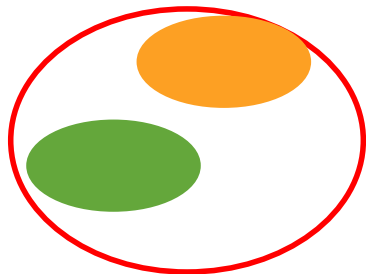
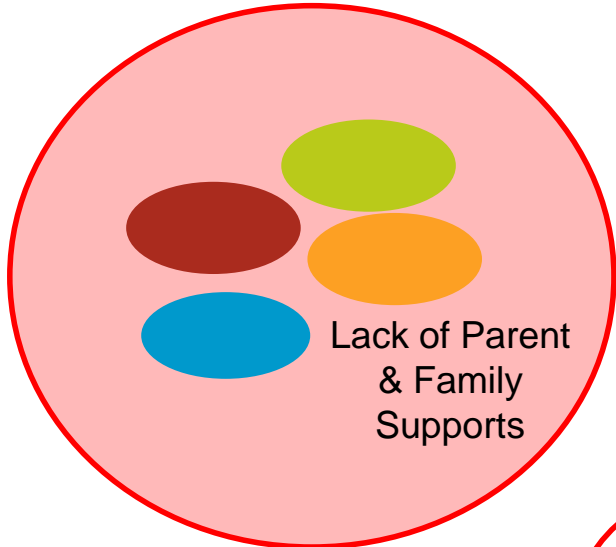


Why are we seeing these results?  
... and why here in Bartholomew County?





Why are we seeing these results?  
... and why here in Bartholomew County?



# Bartholomew County Common Cause Clusters

## PARENT & FAMILY SUPPORTS

- Parent support/knowledge – behavior modification/management needs
- Lack of structured environment & supportive
- Educate parents on benefits
- Parental role
- Lack of parental/mentor support
- Lack of family support
- Lack of support system
- Lack of adult/parent support
- Lots of shift work
- Parental involvement difficult due to shift work employment
- Lack of individualized support
- Parent awareness & value of education
- Lack of parent experience

## ACCESS AWARENESS

- Access to enrichment Times Transportation Knowledge of existence
- Availability/Access
- Cost
- Cost
- Awareness of financial/opportunities
- Lack of documentation
- Lack of documentation

## HOUSING / MOBILITY

- Lack stable home / move parent to parent / move nightly place to place
- Student housing
- High mobility between schools
- Transient population

## TRANSPORTATION

- Transportation when bus missed (no car / don't want to walk / city bus)
- Transportation
- Transportation
- Transportation
- Transportation

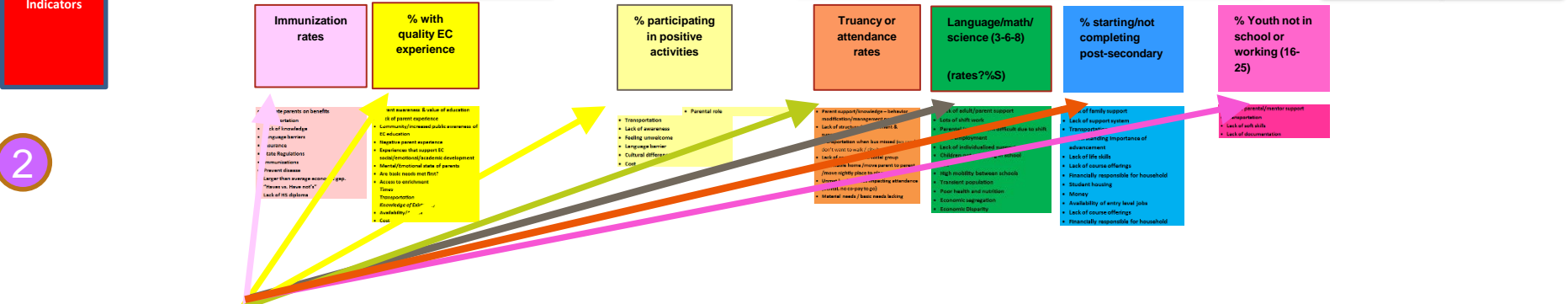
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# Every child is supported and grows into a successful adult

Community Goal	Every baby is born healthy	All children enter Kindergarten ready to succeed	All children are physically, socially and emotionally healthy	All children achieve at or above grade level	Every youth completes post-secondary education	All capable young adults gain and retain employment that provides self-sufficiency
Priority Outcome	Every baby is born healthy	All children enter Kindergarten ready to succeed	All children are physically, socially and emotionally healthy	All children achieve at or above grade level	Every youth completes post-secondary education	All capable young adults gain and retain employment that provides self-sufficiency

Priority Indicators	% of babies born weighing more than 5 pounds 5 ounces	% of children ready to enter Kindergarten	% participating in positive activities	IREAD passing rates for 3rd graders	High school graduation rates	% of population 25 years and over with a post-secondary degree	% of young adults above 200% poverty	% employed 6 months in the same job
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PARENT & FAMILY SUPPORTS	HOUSING / MOBILITY	TRANSPORTATION	LANGUAGE	ACCESS AWARENESS	BASIC NEEDS	ECONOMIC SEGREGATION	SENSE OF BELONGING	EXPANDED LEARNING that leads to EMPLOYABILITY
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**3 STARTING POINT: Family Supports**

- Lack of knowledge
- Language barriers
- Distance
- Life Regulations
- Immigrations
- Prevent disease
- Larger than average income
- "Success in high school"
- Lack of HS diploma

**4 IMPROVE PARENT SUPPORTS**

**3 STARTING POINT: Transportation**

- Lack of stable home
- Overnight
- Student housing
- High mobility
- Transient population

**4 IMPROVE TRANSPORTATION OPTIONS**

**4 REDUCE LANGUAGE BARRIERS**

- Language barrier
- Cultural differences
- Language barriers

- Access to enrichment
- Transportation
- Knowledge of Existence
- Availability/Access
- Cost
- Awareness of financial/opportunities
- Lack of documentation
- Lack of documentation

**4 BASIC NEEDS**

- Unmet health needs impacting attendance (dental, no co-pay to go)
- Material needs / basic needs lacking
- Mental/Emotional state of parents
- Are basic needs met first?
- Insurance
- State Regulations
- Immunizations
- Prevent disease
- Poor health and nutrition

- Economic segregation
- Economic Disparity
- Larger than average economic gap. "Haves vs. Have not's"
- Lack of HS diploma
- Money
- Availability of entry level jobs
- Lack of course offerings
- Financially responsible for household

**4 INCREASE SENSE OF BELONGING**

- Lack of connection to social
- Feeling unwelcome
- Negative parent experience

# Major Takeaways

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Start with a focus on the outcomes you want to achieve



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**Thank You for Joining!**



**John Kania**  
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FSG



Please Join Us On Our Next Webinar!

It's About the Community: Why Community  
Engagement and Process Matter in Collective Impact  
– **January 20<sup>th</sup>, 2015**



# Join the Collective Impact Forum – A Free Online Community for Collective Impact Practitioners, Partners, and Funders

The screenshot shows the homepage of the Collective Impact Forum. At the top left is the logo for the Collective Impact Forum, which consists of a teal sunburst icon and the text "COLLECTIVE IMPACT FORUM". To its right is the FSG logo. The top navigation bar includes links for "ABOUT US", "PROFILE DIRECTORY", "BLOG", and "LOGIN", followed by a search bar and social media icons for Facebook, LinkedIn, Twitter, YouTube, and Google+. Below the navigation bar is a teal header with menu items: "WHAT IS COLLECTIVE IMPACT", "GETTING STARTED", "FEATURED STORIES", "COMMUNITY", "RESOURCES", and "NEWS & EVENTS". The main content area features a large background image of people holding hands. On the left, the text reads "Welcome to the COLLECTIVE IMPACT FORUM" in a mix of serif and sans-serif fonts. Below this is a paragraph: "This is the place for those practicing collective impact to find the tools, resources, and advice they need. It's a network of individuals coming together to share experience and knowledge to accelerate the effectiveness and adoption of collective impact." A teal button labeled "LEARN ABOUT THE COMMUNITY" is positioned below the paragraph. On the right, the section "Visit Our Community" includes the text "Select your role to visit the collective impact community most relevant to you." and three buttons: "FUNDER OF INITIATIVES", "BACKBONE ORGANIZATION", and "PARTNER ORGANIZATION", each with a corresponding icon. At the bottom of the page, there are two dark teal boxes with white icons and text. The first box has a sunburst icon and the text "What is Collective Impact? LEARN MORE >". The second box has a book icon and the text "Where do I find help and the resources I need? FIND RESOURCES >".

Sign up at

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