Workshop Agenda

All Sessions Will Be Held at the Doubletree Washington, DC

March 24 – 26, 2015

Tuesday, March 24, 2015

11:00 – 1:00 p.m.  Registration

1:00 – 2:30 p.m.  Welcome and Opening Session
  Melody Barnes, Chair, Aspen Institute Forum for Community Solutions
  Paul Born, President and Coach, Tamarack – An Institute for Community Engagement
  John Kania, Managing Director, FSG

2:30 – 4:15 p.m.  Role Clarity – The Core Roles and Skills of a Backbone Leader
  Liz Weaver, Vice President, Tamarack – An Institute for Community Engagement, and Learning Lead, Vibrant Communities Canada
  As a group, we will reflect on the range of roles played by the backbone team, and discuss the unique nature of the work of the backbone leader. We will then hear from a panel of backbone leaders who will discuss the roles, skills, and effectiveness of the backbone.

4:15 – 4:45 p.m.  Break

4:45 – 6:00 p.m.  System Leadership for Collective Impact
  John Kania, Managing Director, FSG
  Complex social problems require a unique type of leader -- the system leader, individuals who catalyze collective leadership. Leadership of this type is particularly important in collective impact. System leaders are not singular heroic figures, but those who facilitate the conditions within which others can make progress towards social change. In fact, any individual in any organization across sectors and formal levels of authority – from grantmakers to grantees – can be a system leader. In this session we will explore the core capabilities necessary for system leadership: the ability to see the larger system; fostering reflection and more generative conversations; and shifting the collective focus from reactive problem solving to co-creating the future.

6:00 – 6:30 p.m.  Break

6:30 – 8:00 p.m.  Dinner with structured group conversation
Wednesday, March 25, 2015

7:30 – 8:30 a.m.  Breakfast Available

8:30 – 9:00 a.m.  Welcome, Inspirations, and Reflections from Day 1

9:00 – 10:30 a.m.  The Effective Backbone Organization

The plenary session will break into four groups based on the stage of development of collective impact projects: Idea Phase (Pre start up); Idea to Formation (Start Up - 1 year); Growth Phase (2 – 3 years); and Mature Phase (4 years or more). Each session will discuss the following questions, among others: What is working well? What is challenging? What has helped you break through challenges in your work?

10:30 – 10:45 a.m.  Break

10:45 – 12:30 p.m.  Concurrent Workshops (Descriptions provided at the end of this document)

- Authentic Engagement of Youth in Collective Impact Efforts
  Monique Miles, Deputy Director Aspen Forum for Community Solutions and Director, Opportunity Youth Incentive Fund and Yelena Nemoy, Senior Associate, Opportunity Youth Incentive Fund

- Evaluating Collective Impact
  Valerie Bockstette, Managing Director, FSG

- Leading for a Culture of Collective Impact
  Paul Schmitz, Senior Advisor, Collective Impact Forum

- How to Advance Equity through Collective Impact
  Juan Sebastian Arias, Program Associate, Living Cities; Sheri Brady, Senior Associate, Aspen Forum for Community Solutions; Richard Crews, Community Impact Manager, Thriving Together, Valley of the Sun United Way’ Joanna Scott, Director, Race Matters Institute

- Public Policy to Support Collective Impact
  Erin White, Associate Director, FSG and Thaddeus Ferber, Vice President for Policy Advocacy, Forum for Youth Investment

- Collective Impact: The First 12 Months
  Paul Born, President and Coach, Tamarack – An Institute for Community Engagement

12:30 – 1:30 p.m.  Lunch

1:30 – 3:15 p.m.  Practical Tools for Leading Collective Impact Initiatives (Descriptions provided at the end of this document)

Participants will be able to join two 45-minute sessions.

- Defining the Multiple Dimensions of our Collaborative Success
  Curtis Ogden, Senior Associate, Interaction Institute for Social Change
The Eco-Cycle Approach
Liz Weaver, Vice President, Tamarack – An Institute for Community Engagement, and Learning Lead, Vibrant Communities Canada

Effective Storytelling
Patty O’Rourke, Associate, FSG

Engaging Warm-Up Exercises for Group Meetings
Erin White, Associate Director, FSG

Fiscal Mapping
Elizabeth Gaines, The Forum for Youth Investment

A How-to Guide to Appreciative Inquiry
John Kania, Managing Director, FSG

Raising Resources to Sustain Impact
Paul Born, President and Coach, Tamarack – An Institute for Community Engagement; and Steve Patrick, Executive Director, Aspen Institute Forum for Community Solutions

3:15 – 3:30 p.m. Break

3:30 – 5:15 p.m. Concurrent Workshops (Descriptions provided at the end of this document)

Collaborative Governance
Liz Weaver, Vice President, Tamarack – An Institute for Community Engagement

Common Causes: Identifying Cross-cutting Issues for Joint Action
Merita Irby, Co-Founder and Chief Operating Officer, The Forum for Youth Investment

Community Engagement
Paul Born, President and Coach, Tamarack – An Institute for Community Engagement, and Paul Schmitz, Senior Advisor, Collective Impact Forum

How to Engage the Public Sector: Think about it, Then do it
Tynesia Boyea Robinson, Director of Collective Impact, Living Cities

Nuts and Bolts of Collective Impact
John Kania, Managing Director, FSG

Shared Measurement Systems
Valerie Bockstette, Managing Director, FSG, and Erin White, Associate Director, FSG

5:15 – 6:30 p.m. Reception

Evening Dinner on your own or with your initiative teams

Thursday, March 26, 2015

7:30 – 8:30 a.m. Breakfast Available

8:30 – 8:45 a.m. Welcome, Inspirations, and Reflections from Day 2
For Collective Impact to succeed, groups must be as rigorous about building culture as they are about building impact strategies. Nonprofits have often been incentivized to demonstrate they are better than everyone else, over-promise on their initiatives, claim sole credit for any successes, and hide mistakes and failures -- especially when working with funders. Leaders and groups must learn to lead in ways that allow for more honesty and vulnerability, and work through power dynamics and turf issues. Collective Impact requires a culture that develops and rewards authentic, inclusive, and collaborative leadership; helps leaders work better together across differences; and engages community members as assets and partners in solving community problems. Paul will discuss how to build the culture for Collective Impact.

Small Group Debrief and Discussions

Break

Plenary: Getting to Collective Impact

A faculty and practitioner panel will discuss what to truly takes to see results in collective impact, and will engage with participants about questions still unresolved.

Closing Session

Optional Leadership Session “The Art of Network Leadership” with Heather McLeod Grant

(Limited to 100 attendees. Prior registration required)

Thursday, March 26, 2015

2:00 – 5:30 p.m. The Art of Network Leadership training session.

7:30 – 9:00 p.m. Optional Evening Session & Dessert Reception

Friday, March 27, 2015

7:30 – 8:30 a.m. Breakfast

8:30 – 12:30 p.m. The Art of Network Leadership continued.
Detailed Workshop and Tool Session Descriptions

March 25: 10:45 — 12:30 pm

**Authentic Engagement of Youth in Collective Impact Efforts**
Engaging youth authentically in collective impact efforts can serve many purposes—whether the focus of the CI effort is explicitly on youth, or not. Youth can inform the design and implementation of a shared agenda and gain critical skills as leaders and owners of the agenda, and their engagement also ensures the effort is sustainable beyond the current tenure of leaders. The purpose of this session is to share youth engagement strategies gleaned from the Aspen Institute’s Opportunity Youth Incentive Fund (OYIF). Strategies include youth leading efforts targeted at policy/advocacy, data/research and community organizing. After learning about youth engagement in the OYIF, session participants will have the opportunity to design their own youth engagement strategies and receive feedback from their peers. This session is for early to mid-stage (year 1-4) collaborative efforts.

*Monique Miles, Deputy Director Aspen Forum for Community Solutions and Director, Opportunity Youth Incentive Fund and Yelena Nemoy, Senior Associate, Opportunity Youth Incentive Fund*

**Evaluating Collective Impact**
We are excited to share a new approach that helps practitioners think about how to measure performance and how to evaluate collective impact initiatives. In this session, we will share a new framework that for performance measurement and evaluation that takes into account the various stages of a collective impact initiative’s development. Learn how to effectively track both the progress and the outcomes of collective impact initiatives, and how evaluation can help you learn and adapt along the way.

*Valerie Bockstette, Managing Director, FSG*

**Collaborative Leadership**
Paul Schmitz, Senior Advisor to The Collective Impact Forum and author of “The Culture of Collective Impact,” will facilitate this interactive session on collaborative leadership. For collective impact to succeed, groups must be as rigorous about building culture as they are about building impact strategies. Participants will explore leadership styles, community building, team dynamics, and collaborative leadership competencies.

*Paul Schmitz, Senior Advisor, Collective Impact Forum*

**Collective Impact: The First 12 Months**
The first 12 months of a collective impact strategy is a critical time of engagement, prototyping ideas, building a case for support, identifying key leaders and creating a structure that will achieve results. This workshop will present several case studies and share ideas based on years of experience in getting collective impact efforts started.

*Paul Born, President and Coach, Tamarack – An Institute for Community Engagement*

**How to Advance Equity through Collective Impact**
In order to truly solve complex social issues, structural inequality along race, class and culture lines needs to be tackled head on. For this reason, the systems focus of collective impact work provides a significant opportunity to advance equity in communities. This session will help organizations think through how to promote equity and inclusion through their collective impact work. Learn about the key building blocks for equity-focused work and hear how other practitioners have built an equity and inclusion lens into their efforts. Participants will also have a chance to engage with peers to discuss practical ways to infuse equity into their own efforts.
Public Policy to Support Collective Impact

Public policy can spark and sustain collective impact, yet it can also create roadblocks for communities pursuing this approach. This session will discuss how public policies can and do use funding streams, regulations, reporting and auditing practices, and interdepartmental collaboration to enable communities to apply the collective impact approach to tackling complex social problems. Examples will cover public policies that support the five conditions of collective impact and ways that government structures, processes, practices, and mindsets can enable and sustain those “collective impact friendly” policies. These public policies can be found at local, state, and federal levels of government, and across many issues areas. They extend beyond electoral cycles and outside of partisan debates to support communities in their path to achieving positive, lasting outcomes. The session will also describe how Foundations, backbone leaders, and others can partner with government to adopt these policies.

Erin White, Associate Director, FSG and Thaddeus Ferber, Vice President for Policy Advocacy, Forum for Youth Investment

March 25: 3:30 — 5:15 pm

Collaborative Governance

One of the challenges of collective impact is agreement on governance and decision-making. This workshop will provide participants with an understanding of the unique governance challenges that multi-sector collaborative change efforts face including strategies to build trust, navigating the process-product tension and dealing with multiple levels of accountability. Different models and planning approaches to effective collaborative governance will be shared. Bring your governance questions and success strategies.

Liz Weaver, Vice President, Tamarack – An Institute for Community Engagement

Common Causes: Identifying Cross-cutting Issues for Joint Action

What happens when multiple actors and initiatives in a community are using a collective impact approach to address related issues? How can you help multiple initiatives – tackling areas as diverse as workforce development, substance abuse prevention, early childhood education or income security – identify ways to connect based on a shared understanding of local challenges and “common causes.” Based on the Forum for Youth Investment’s Big Picture Approach, this session uses case studies and simulation to explore how to identify underlying issues that multiple local collective impact efforts may hold in common and how that can help set an agenda for collective action across initiatives.

Merita Irby, Co-Founder and Chief Operating Officer, The Forum for Youth Investment

Community Engagement

Community change efforts gain momentum and success when the whole community becomes engaged with moving forward on the common agenda. Participants will review the principles of community engagement and leading community engagement models. Through discussion, grounded in participant experiences, different views on systems change, current trends undermining community engagement and the cost of disengagement will be explored. Working together and learning from each other, ideas and approaches for increasing the chances of implementing a successful, multi-phase community engagement process will be shared.

Paul Born, President and Coach, Tamarack – An Institute for Community Engagement, and Paul Schmitz, Senior Advisor, Collective Impact Forum
How to Engage the Public Sector: Think about it, Then do it
How to work with the public sector? Many collective impact initiatives struggle to fully engage the public sector in their work, but public sector involvement is often a critical component to achieving the goals of any collective impact table. While the best ways to work with the public sector is dependent on local context, there are many lessons learned to strengthen public sector strategies. This session will build upon Living Cities’ experience with dozens of collective impact initiatives and offer ways to think about effectively working with the public sector. After an initial presentation and conversation with Living Cities staff about their experience with the public sector, they will then facilitate a workshop to help you design a better public sector strategy.

*Tynesia Boyea Robinson, Director of Collective Impact, Living Cities*

Nuts and Bolts of Collective Impact
Designed for workshop participants who are newer to the collective impact concept and early in their initiative’s development, this session will review the basic concepts of the collective impact approach. We will review the five conditions of collective impact and discuss the structures that these initiatives use to engage a broad range of stakeholders. We will also provide practical advice for identifying who is best positioned to play the backbone role for an initiative, and how the backbone role can be structured so that it can guide the initiative to achieve impact.

*John Kania, Managing Director, FSG*

Shared Measurement
It is a great enough challenge to get leaders from different sectors together in a room, let alone agree on shared measures to hold each other accountable for improving. This challenging work requires both a broad array of cross-sector partners with clear goals and an understanding of the current data landscape to create systemic change in a community. This interactive session will include tips and tricks for developing shared measures and profile case studies for how collective impact efforts have used and learned from shared measures.

*Valerie Bockstette, Managing Director, FSG, and Erin White, Associate Director, FSG*

**Practical Tool Session Descriptions: March 25, 1:30 – 3:15 p.m.**

**Defining the Multiple Dimensions of our Collaborative Success**
In Collective Impact, we know that success is defined in large part by the results we achieve, and given the complexity of the issues we are attempting to address and the long-term nature of the work, it behooves us to think about success in multi-dimensional ways. In this session, participants will be introduced in a hands-on and interactive way to the Results-Process-Relationship (RPR) framework for thinking about the diverse dimensions of success for our collaborative efforts, the application of which can contribute to greater inclusivity and sustainability.

*Curtis Ogden, Senior Associate, Interaction Institute for Social Change*

**The Eco-Cycle Approach**
Collective impact typically happens over four phases of work. The Eco-Cycle helps collective impact efforts navigate the dynamic tensions embedded in each of the phases. It also is useful to identify the traps which often prevent collective efforts from moving forward. This tool will help you map your collective impact effort and identify strategies for moving through the phases of community change.

*Liz Weaver, Vice President, Tamarack – An Institute for Community Engagement, and Learning Lead, Vibrant Communities Canada*
Effective Storytelling
Refine your storytelling skills to more effectively communicate the backbone’s unique story and value-add. Learn the key elements of a good story, with an approach adapted from nationally-recognized author and speaker, Andy Goodman. This session will provide an exercise and tools that can help your team start improving their storytelling skills in order to inspire your audience, from funders to stakeholders, and motivate them to action.

Patty O’Rourke, Associate, FSG

Engaging Warm-Up Exercises for Group Meetings
Collective impact efforts require people to come together again and again to listen, learn, discuss, share and more. In this session, you will learn about exercises to “warmup” a meeting that not only break the ice but can help achieve your meeting goals.

Erin White, Associate Director, FSG

Fiscal Mapping
This session will describe tools and approaches for mapping services and funding to ensure that the right services are where they are most needed, resources coming to the community are maximized, individual providers are accountable for program results, and the system as a whole measures and tracks outcomes.

Elizabeth Gaines, The Forum for Youth Investment

A How-to Guide to Appreciative Inquiry
Appreciative inquiry is a change management approach that allows groups to focus on identifying what is working well, analyze why it is working well, and use those insights to build on their strengths moving forward. This session will walk you through the process of running an appreciative inquiry exercise within the context of collective impact, and share some tips and tricks for maximizing its outcomes in your collective impact effort moving forward.

John Kania, Managing Director, FSG

Raising Resources to Sustain Impact
Collective impact initiatives are doing the very challenging work of building networks to both identify what practices really get results and create action plans to spread these practices across programs and systems in order to achieve greater impact. The inevitable crossroads they face is whether funders will actually shift their investments to focus on these shared outcomes. In addition, collective impact initiatives require support for the backbone infrastructure. And although the return on investment has proved worthwhile across many examples, resources to support capacity building, convening, data sharing, etc. can be hard to come by. This session will explore examples from the field in which funders and other partners have aligned resources to achieve and sustain impact.

Paul Born, President and Coach, Tamarack – An Institute for Community Engagement; Steve Patrick, Executive Director, Aspen Institute Forum for Community Solutions