

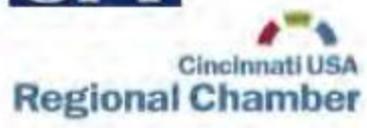
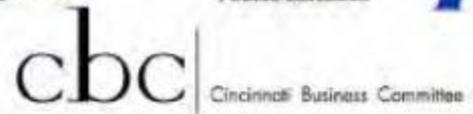
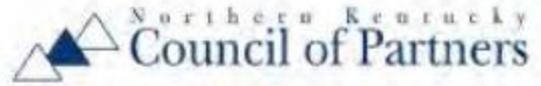
Collective Impact

February 2014

Stephanie Campbell, Executive Director, Bright Prospect

Strive Partnership

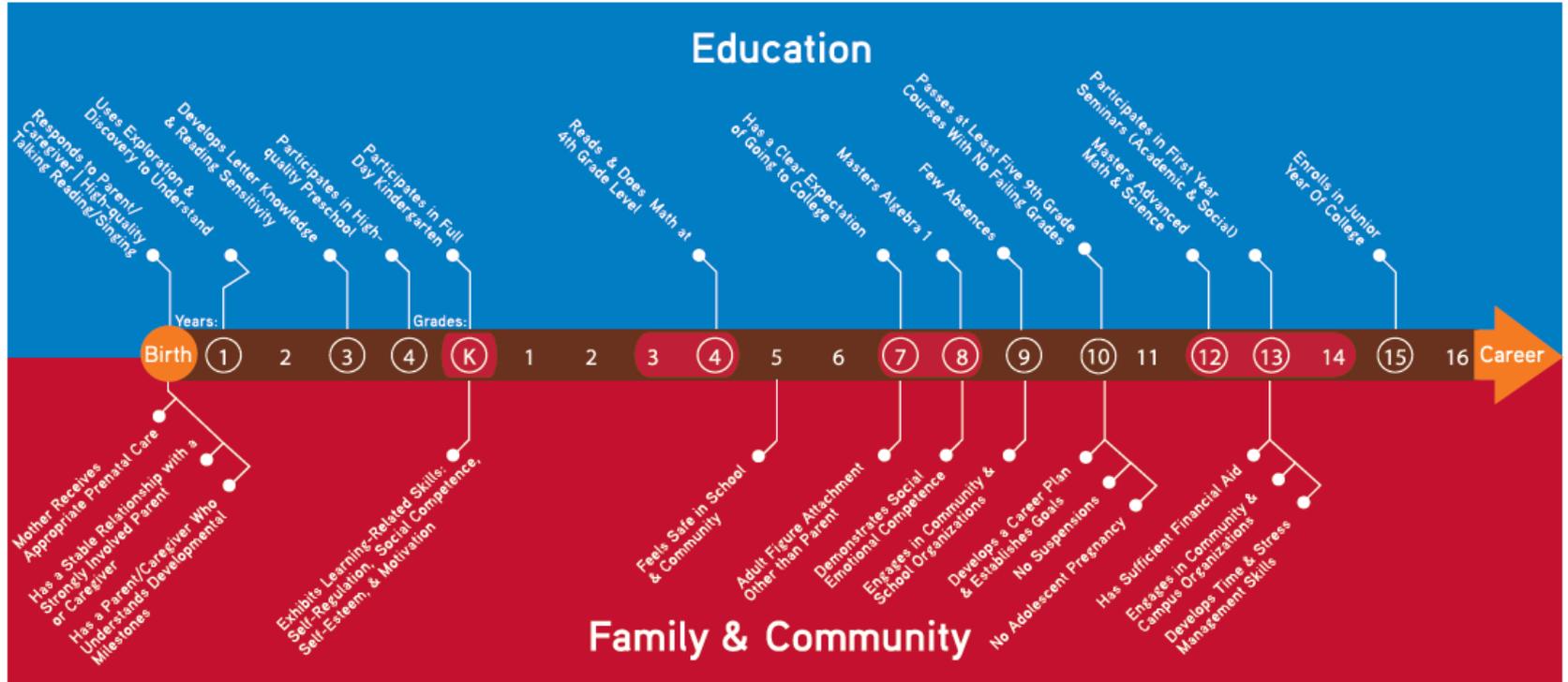
Cincinnati | Covington | Newport



Examples of Collective Impact initiatives

- Elizabeth River Project (VA): cleaned up a river that for decades had been an industrial dumping ground
- Shape Up Somerville (MA): prevent childhood obesity
- Memphis Fast Forward: reduced violent crime and created >14,000 new jobs
- Communities That Care (MA): reduced teenage binge drinking
- Strive Together – Cradle to Career: started in Cincinnati; now in 100+ cities, focusing on improving educational outcomes.

Student Roadmap to Success: Competencies, Experiences, and Transition Years



■ Key Transition Areas
 ■ Competencies and experiences that shape educational development
 ■ Competencies and experiences that shape social and/or emotional development

○ Benchmarks

Researched by the University of Cincinnati, Center for Urban Education © Strive 2006

Adapted by permission April 2012

From a defining article: “Collective Impact,” Stanford Social Innovation Review, Winter 2011

http://www.ssireview.org/articles/entry/collective_impact

"The scale and complexity of the U.S. public education system has thwarted attempted reforms for decades....

[A] remarkable exception seems to be emerging in Cincinnati....Despite the recession and budget cuts, 34 of the 53 success indicators that Strive tracks have shown positive trends, including high school graduation rates, fourth-grade reading and math scores, and the number of preschool children prepared for kindergarten.

Why has Strive made progress when so many other efforts have failed? It is because a core group of community leaders decided to abandon their individual agendas in favor of a collective approach to improving student achievement....

[H]eads of influential private and corporate foundations, city government officials, school district representatives, the presidents of eight universities and community colleges, and the executive directors of hundreds of education-related non-profit and advocacy groups...realized that fixing one point on the educational continuum...wouldn't make much difference unless all parts of the continuum improved at the same time....

[T]heir ambitious mission became to coordinate improvements at every stage of a young person's life, from 'cradle to career.'"





COLLECTIVE
IMPACT FORUM



PARTNERS

COMMUNITY
SOLUTIONS



grantmakers ^{for} education 

the
forum
FOR YOUTH INVESTMENT



FOUNDING SUPPORTERS

BILL & MELINDA
GATES *foundation*



 Knight Foundation

Lilly



skoll
FOUNDATION



What's in the news?

Report Suggests Nearly Half of U.S. Jobs Are Vulnerable to Computerization

**MIT
Technology
Review**

Educators, Employers, and Jobless Graduates Point Fingers at Roots of Unemployment

THE CHRONICLE

The World Has Changed Since the Industrial Revolution, But Universities Have Not

THE WALL STREET JOURNAL
WSJ

Student-Loan Debt Surpasses Credit-Card Debt, Figures Show

THE CHRONICLE

53% of Recent College Grads Are Jobless or Underemployed—How?

the Atlantic

Obama to Unveil Competition to Overhaul High School: *New \$100 Million Initiative Would Award up to 40 Grants to Programs That Give Students Industry-Relevant Skills*

THE WALL STREET JOURNAL
WSJ

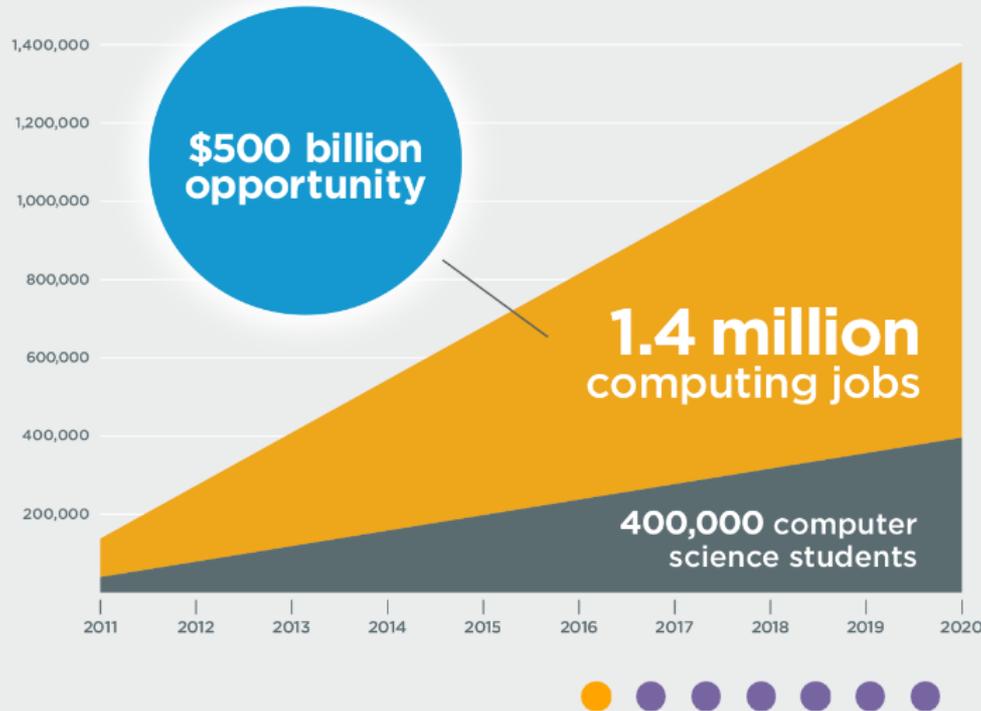
[Los Angeles] needs to accelerate a pro-jobs strategy in 2014 to support growth opportunities for the region's most competitive industries. – *L.A. Business Journal*, Monday, February 3, 2014

Foster the Development of a Skilled Workforce

The region's workforce development system needs to further adjust its programs and policies to better align with demographic shifts, technological advancements and global labor trends.

The success of this effort remains tied to the region's local universities, community colleges and private-sector industries, which all play a crucial role in rebuilding and expanding apprenticeship programs and the further development of [the school district's] programs that focus on getting more students involved in science, technology, engineering, math and the arts.

1,000,000 more jobs than students by 2020



Computer science is a top paying college degree and computer programming jobs are growing at 2X the national average.

Nationally, only 1 in 10 high schools offers computer programming classes, and less than 1% of A.P. exams are taken in computer science.

Chaffey College

Christ Lutheran School

Claremont Graduate University

Claremont High School

Damien High School

Diamond Bar High School

iD Tech Camps Held at Cal Poly Pomona

Los Altos High School

Los Osos High School

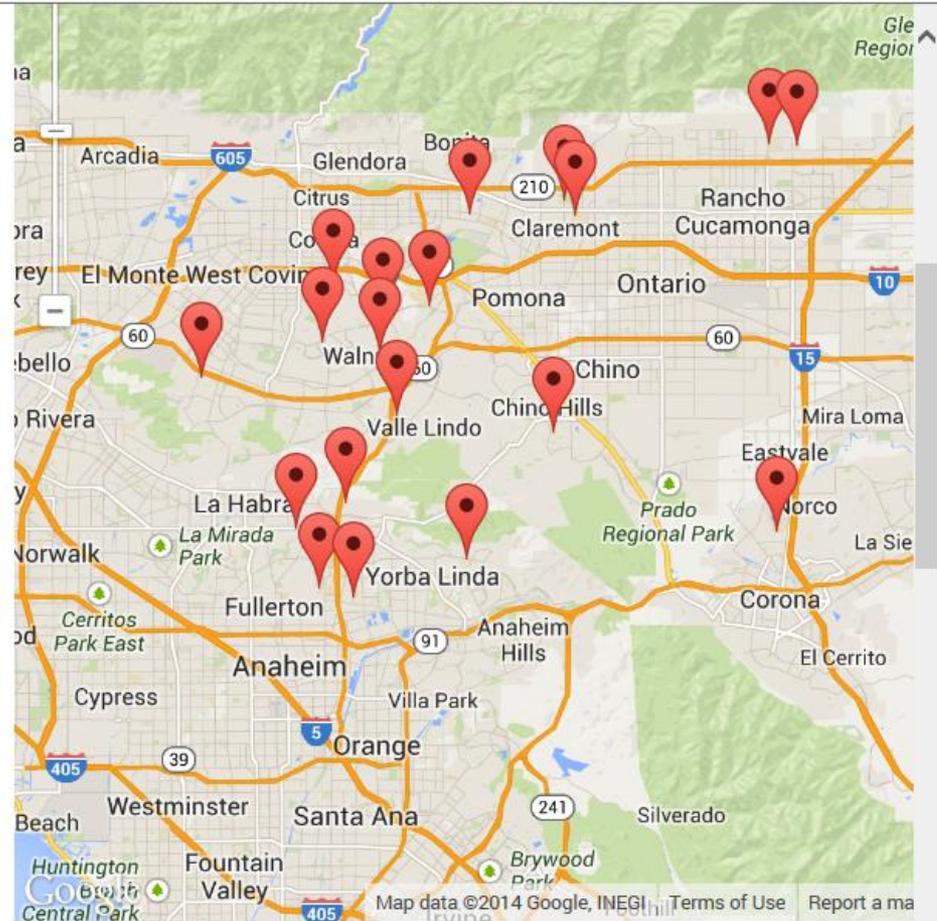
Mount San Antonio

Norco College

Robert O. Townsend

South Hills High School

Troy High School



Where coding is taught in our region

Source: www.code.org

Inmates go from lockup to start-ups

By JESSICA GUYNN

SAN QUENTIN — North of Silicon Valley on a rocky promontory overlooking San Francisco Bay stands California's oldest prison.

Inmates here are cut off from the innovation the

nearby high-tech industry produces. They are not permitted on the Internet, and most have never touched a smartphone or a tablet.

But two technology veterans — Chris Redlitz and Beverly Parenti — are bringing the promise of Silicon Valley to San Quentin State

Prison by creating a high-tech incubator here called the Last Mile. Its mission is to teach inmates about technology so they can forge new lives when they are released from prison.

Over the course of six months, inmates are put through a business boot

camp. They brainstorm a start-up, develop a business plan and boil down their pitch to five minutes. On "Demo Day," each inmate presents his idea to dozens of Silicon Valley investors and executives who crowd the prison chapel.

The inmates can't actually start these companies from prison, but they are introduced to a world that

LATIMES.COM

Los Angeles Times

San Quentin is home to high-tech incubator

[Prison, from A1] political, social and charitable causes in San Francisco, said he had doubts about being a felon. But those



San Quentin program are working in high tech. The program has been so successful last month it expanded to downtown Los Angeles' Twin Towers Correctional Facility, where 15 inmates are taking part.

Jim Serres, founder and executive of Rally.org, a crowdfunding start-up for

[See Prison, A13]

5 Conditions for Collective Impact Success

1. Common Agenda: participants have a shared vision for change, and agreed-upon goals and benchmarks
2. Continuous Communication: consistent and open communication; building trust; keeping abreast of trends, strategizing, facilitating synergies
3. Mutually Reinforcing Activities: each participant undertakes activities they excel at, while seeing themselves as part of and being coordinated through a mutually reinforcing plan of action
4. Shared Measurement Systems: collecting data and measuring results ensures efforts remain aligned and participants hold each other accountable

Continued...

5 Conditions for Collective Impact Success

5. Backbone Organization: separate infrastructure and staff with skill sets and resources to coordinate the entire initiative (i.e. project manager, data manager, facilitator)

- Guide vision and strategy
- Support aligned activities
- Establish and support shared measurement
- Build public will
- Advance policy
- Mobilize funding

We Have Seen Three Key Conditions to Launching a Successful Collective Impact Initiative

Urgency for Change



- **Critical problem** in the community
- **Frustration** with existing approaches
- **Multiple actors** calling for change
- Engaged **funders** and **policy makers**

Influential Champion



- **Commands respect** and engages cross-sector leaders
- **Focused on solving problem** but allows participants to figure out answers for themselves

Financial Resources



- **Committed** funding partners
- **Sustained funding** for at least 2-3 years
- **Pays for** needed infrastructure and planning

Exploring options for a collective impact initiative in Pomona

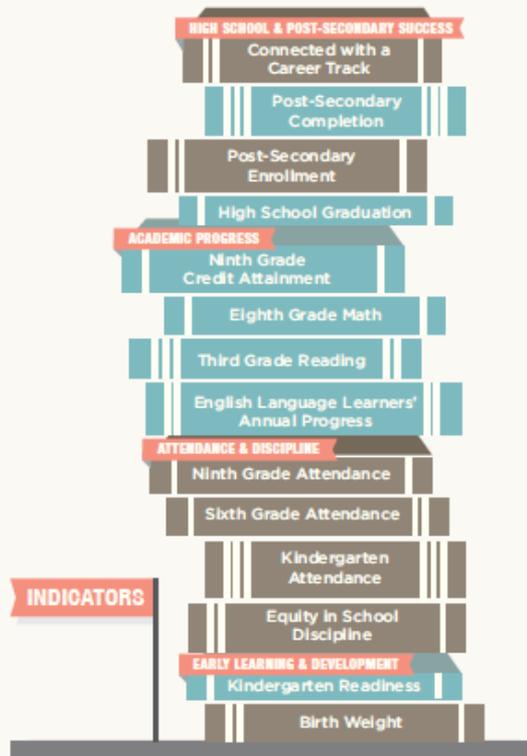
- Cradle to Career – StriveTogether network with specialized task forces
- Specialized task forces addressing:
 - Violence mitigation
 - Parenting & Early Childhood Education
 - Wide availability for youth of training in skills needed in the modern economy

Community conversations

Build on assets already united through PYFMP, and bring in other resources (e.g. UrbanTxt)

From
All Hands Raised
Portland, OR

INDICATORS OF SUCCESS



The term “cradle to career” is more than a metaphor. It is a commitment to the sustained success of every child as they grow into healthy, independent adults. Along the way, there are crucial indicators that help us follow their progress – and design the academic and social supports to keep all kids on-track. Partners have defined a key set of measures and adopted annual improvement targets to track our progress.

HIGH SCHOOL & POST-SECONDARY SUCCESS

High school and postsecondary completion are crucial milestones in the pathway to a stable, healthy life. The Partnership region’s on time high school graduation rate is 64.7%, up eight percentage points in the past two years but still troublingly low, particularly among students of color. Sixty-seven percent of local high school grads go on to some type of college or career training, but only 31% of them actually complete a degree or certificate.

ACADEMIC PROGRESS

Academic progress indicators reveal whether students are hitting key learning benchmarks—shifting from “learning to read” to “reading to learn” in third grade, meeting math standards in eighth grade and earning six credits in ninth grade. Students of color face gaps as large as 34 percentage points on these measures, and only half of English Language Learners make the expected progress in English language proficiency each year.

ATTENDANCE AND DISCIPLINE

Consistent attendance keeps kids on track and serves as an indicator of a student or family’s health, stability and overall engagement with school—yet 19% of local students are chronically absent. Suspensions and expulsions can lead to disengagement and isolation, and students of color are excluded from school at much higher rates than white students, despite a lack of evidence that they misbehave more.

EARLY LEARNING AND DEVELOPMENT

The path to a healthy and successful life begins before a child sets foot in school. A healthy birth weight sets the stage for strong physical and cognitive development, and the statewide kindergarten assessment will provide key data to guide early learning investments, curricula and community partnerships.

Resources available

- Collective Impact Forum
- Strive Together Network website, including:
 - Site readiness assessment tool
 - Cradle to Career progress assessment tool

www.strivetogether.org
- Four articles on Collective Impact published in Stanford Social Innovation Review
- Websites and leaders of other communities' initiatives, e.g. All Hands Raised in Portland, OR, and All Kids Alliance in Houston

<http://www.allkidsalliance.org/Who%20We%20Are/Our%20Story.aspx>

The Five Conditions for Collective Impact Success

1. Common Agenda

Participants have a shared vision for change, and agreed-upon goals and benchmarks

2. Continuous Communication

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trends, strategizing, facilitating
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3. Mutually Reinforcing Activities

Each participant undertakes activities they excel at, while seeing themselves as part of and being coordinated through a mutually reinforcing plan of action

4. Shared Measurement Systems

Collecting data and measuring results ensures efforts remain aligned and participants hold each other accountable

5. Backbone Organization

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