



Social Impact Consultants

Discovering better ways
to solve social problems

Addressing Complex Social Problems through Collective Impact



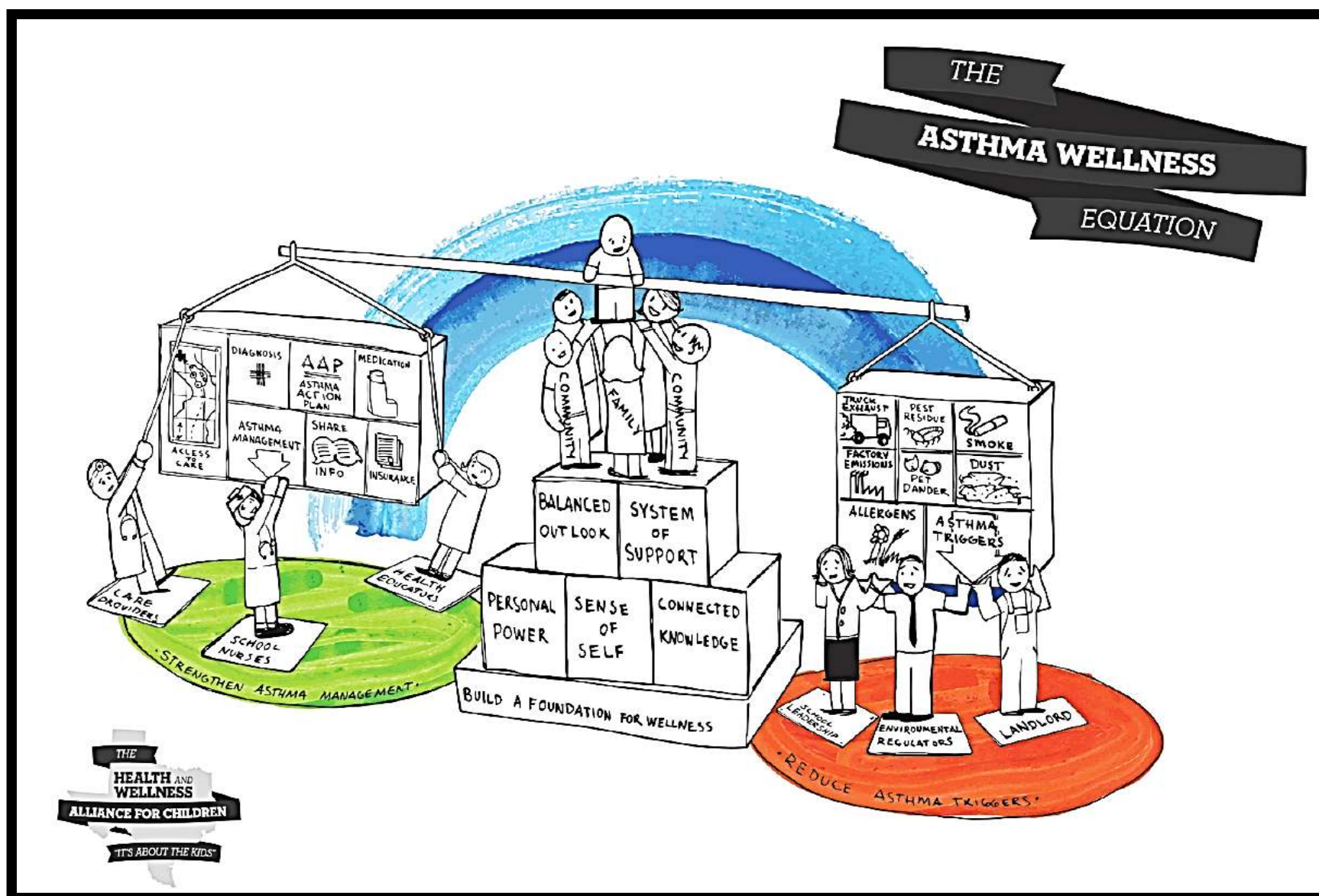
*Workshop for: National
Assembly of State Arts
Agencies Leadership
Institute*

October 18, 2013

Meet Justin



Asthma Represents a Complex Social Problem



FSG is a Nonprofit Consulting Firm and a Leader in Collective Impact Thinking and Implementation



- **Nonprofit consulting firm** specializing in strategy, evaluation and research
 - **Partner with foundations, corporations, nonprofits, and governments** to develop more effective solutions to the world's most challenging issues
 - Recognized **thought leader** with multiple articles published in *HBR*, *SSIR*, *Chronicle of Philanthropy*, and the *American Journal of Evaluation*
- **FSG articles have paved the way for Collective Impact**
 - *Leading Boldly* (2004)
 - *Breakthroughs in Shared Measurement* (2008)
 - *Catalytic Philanthropy* (2009)
 - *Collective Impact* (2012)
 - *Channeling Change: Making Collective Impact Work* (2012)
 - *Embracing Emergence: How Collective Impact Addresses Complexity* (2013)
- FSG understands how to **enable and sustain Collective Impact efforts through our work with clients** in the following sectors:
 - Economic development
 - Education reform
 - Environmental sustainability
 - Juvenile justice
 - Teen substance abuse

Goals for Today's Meeting

- 1. What is collective impact?**
- 2. How does collective impact work?**
- 3. What role can state arts agencies play in collective impact efforts?**

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There Are Several Types of Problems

Simple

Baking a Cake



Complicated

Sending a Rocket to the Moon



Complex

Raising a Child



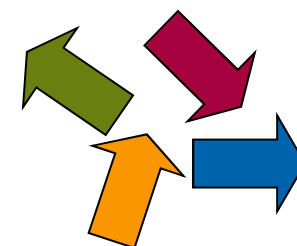
Social sector treats problems as simple or complicated

Our Traditional Approach to Complex Problems

- Funders select **individual grantees**
- Organizations **work separately** and **compete**
- **Evaluation** attempts to **isolate** a particular organization's impact
- Large scale change is assumed to depend on **scaling organizations**
- Corporate and government sectors are often **disconnected** from foundations and nonprofits



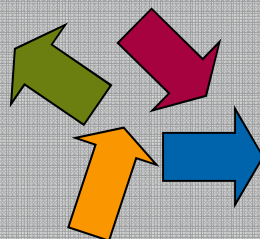
**Isolated
Impact**



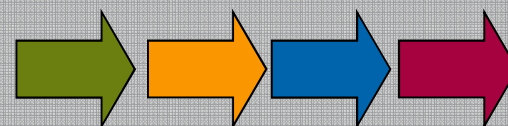
A Different Approach

- All working toward the **same goal** and **measuring the same things**
- **Cross-sector alignment** with government, nonprofit, philanthropic and corporate sectors as **partners**
- **Organizations** actively **coordinating** their action and sharing lessons learned

Isolated Impact



Collective Impact



Collective Impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem.

Achieving Large-Scale Change through Collective Impact Involves Five Key Elements

1

Common Agenda

- **Common understanding** of the problem
- **Shared vision** for change

2

Shared Measurement

- **Collecting data** and **measuring results**
- Focus on **performance management**
- **Shared accountability**

3

Mutually Reinforcing Activities

- **Differentiated approaches**
- **Coordination** through joint plan of action

4

Continuous Communication

- **Consistent** and **open communication**
- Focus on **building trust**

5

Backbone Support

- Separate organization(s) with **staff**
- Resources and skills to **convene** and **coordinate** participating organizations

The Collective Impact Approach Can Apply to Solving Many Complex Social Issues

Education



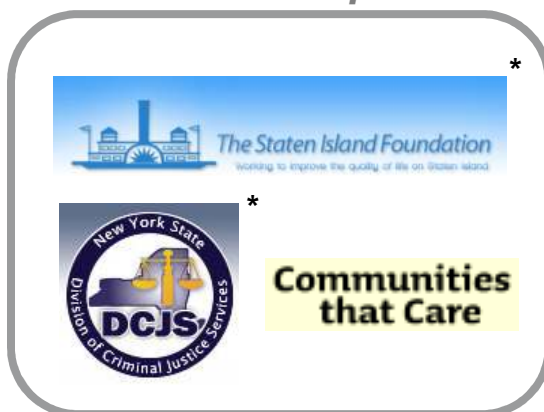
Health



Homelessness



Youth Development



Economic Development



Community Development



Roundtable Discussions

1. Introduce yourself to the others at your table:
 - Name?
 - Organization?
 - Which aspects of collective impact most resonate with you?

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The “How-to” of Collective Impact

- ✓ **Pre-conditions for Success**
- ✓ **Mindset Shifts**
- ✓ **Timeline**
- ✓ **Organizational Structure**
- ✓ **Backbone Responsibilities**

Launching a Collective Impact Initiative Has Three Prerequisites



Influential Champion

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



Financial Resources

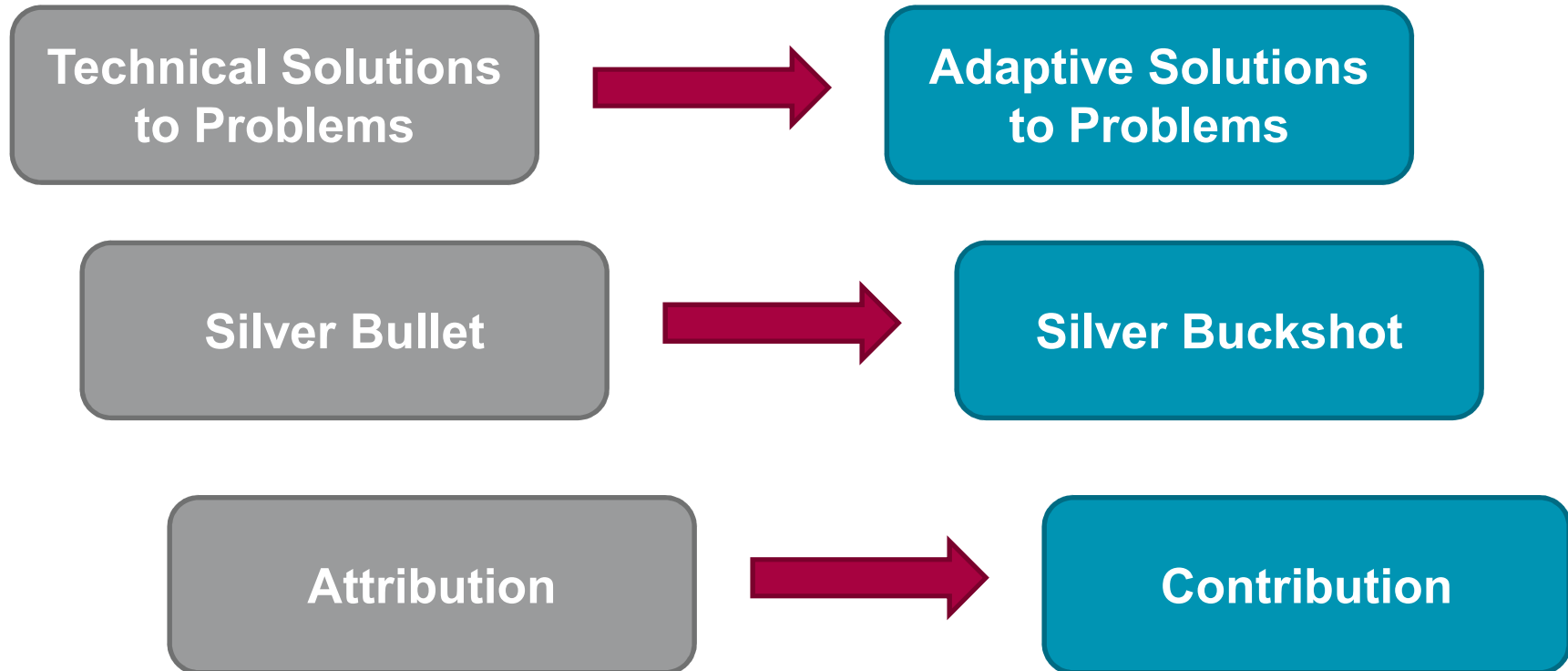
- **Committed funding partners**
- **Sustained funding** for at least 2-3 years
- **Pays for** needed infrastructure and planning



Urgency for Change

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

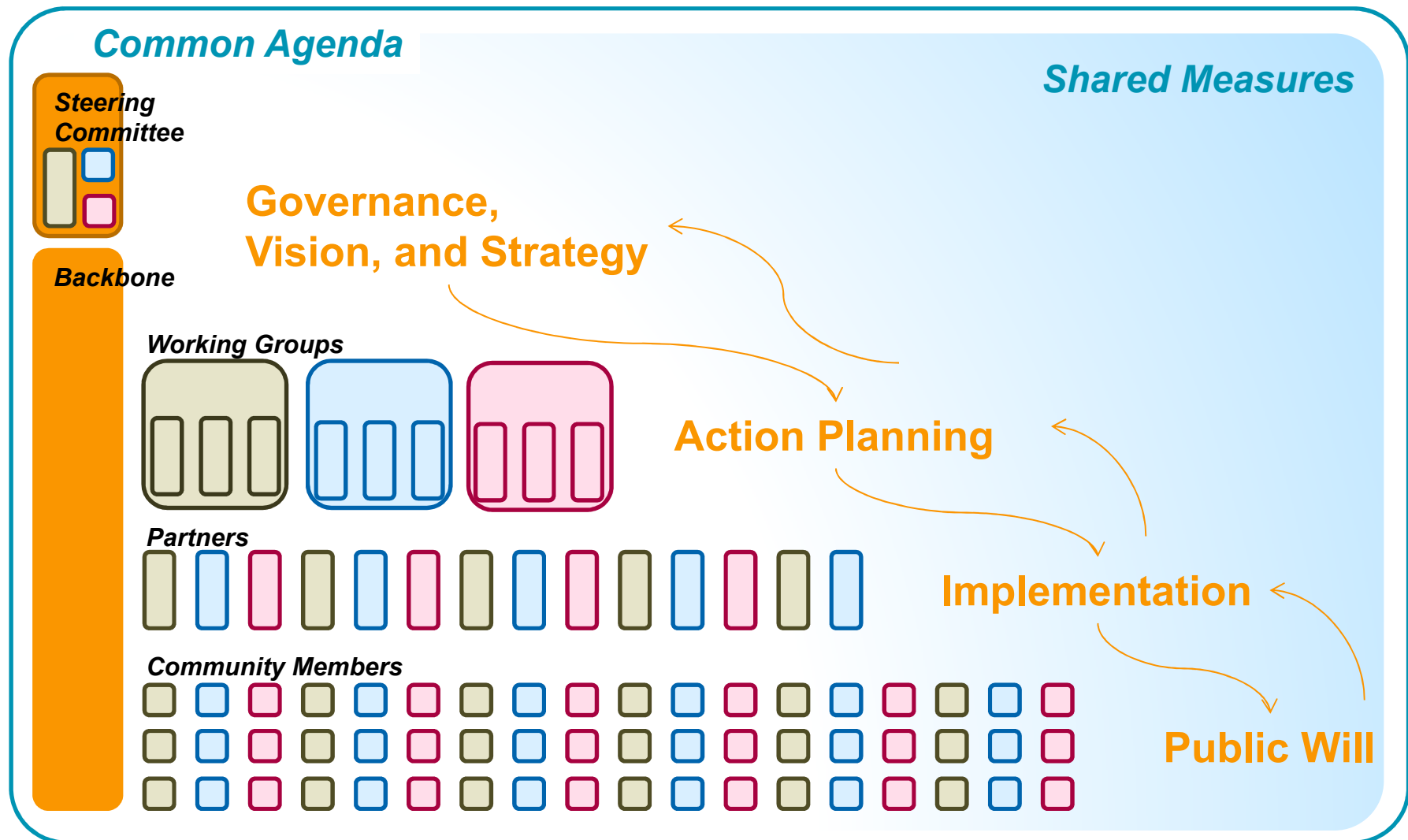
Working in Collective Impact Requires a Mindset Shift



Collective Impact Efforts Tend to Develop over Three Key Phases

Components for Success	Phase I Initiate Action	Phase II Organize for Impact	Phase III Sustain Action & Impact
Governance and Infrastructure	Develop group, structure communication, and decision making	Create infrastructure (backbone and processes)	Facilitate and refine
Strategic Planning	Map the landscape and use data to make case	Create common agenda (goals, strategy)	Support implementation (alignment to goal and strategies)
Community Involvement	Facilitate community outreach	Engage community and build public will	Continue engagement, conduct advocacy
Evaluation and Improvement	Analyze baseline data to identify key issues and gaps	Establish shared metrics (indicators, measurement, and approach)	Collect, track, report progress (process to learn and improve)

Collective Impact Is Best Structured with Cascading Levels of Collaboration



Backbone Organizations Are Critical to All Collective Impact Efforts, and They Perform Six Major Functions

Guide Vision and Strategy

Support Aligned Activities

Establish Shared Measurement Practices

Build Public Will

Advance Policy

Mobilize Funding

Backbones must balance the tension between coordinating and maintaining accountability, while staying behind the scenes to establish collective ownership

Backbone Organizations Require a Unique Skill-Set to Support Collective Impact Efforts

Highlights of Successful Backbones








- Have a high level of **credibility within the community**
- Serve as **neutral conveners**
- Have a **dedicated staff**
- **Build key relationships** across members of the initiative
- **Focus people's attention** and create a sense of **urgency**
- Frame issues to **present opportunities and difficulties**
- Use **evaluation as a tool for learning and progress**
- Ensure **coordination and accountability**
- Stay “behind the scenes” to **establish collective ownership**

Common Misperceptions about the Role of Backbone Organizations

Common Misperceptions

- 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
- That backbone is “**business as usual**” in terms of staffing, time, and resources

Many Types of Organizations Can Serve as Backbones

Types of Backbones	Examples
Funders	 Calgary Homeless Foundation
New Nonprofit	 CCER COMMUNITY CENTER for EDUCATION RESULTS
Existing Nonprofit	 C OPPORTUNITY CHICAGO
Government Agency or School District	 Shape Up Somerville Eat Smart. Play Hard.
Shared Across Multiple Organizations	 magnolia place
Steering Committee Driven	 MEMPHIS FAST FORWARD
Private Sector	 MARS

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Arts for All Demonstrates a Collective Impact Approach to Arts Education

Common Agenda

Arts for All: Los Angeles County Regional Blueprint for Arts Education

- **Problem Definition:** Lack of arts education in K12 education is leaving unprepared for 21st century jobs
- **Solution:** To bring about systemic change in the 81 school districts of Los Angeles County in order to implement comprehensive, sequential K-12 arts education for every public school student in the County
- **Participants:** Arts education organizations, school district leadership, employers, policy-makers



Mutually Reinforcing Activities

The group has four subcommittees, each representing an Arts for All goal:

- 1.) Educational plans and policies
- 2.) Quality Teaching and Learning
- 3.) Policy
- 4.) Aligning Funding

Shared Measurement

- Agreed on critical success factors that are reported across the county:
 1. A board adopted arts education policy and plan
 2. An arts education budget of 5% or more of the total budget
 3. District level arts coordinator
 4. A student to credentialed arts teacher ratio of no more than 400:1

Continuous Communication

- Arts for All Executive Committee and subcommittees meet regularly

Backbone Support

- Coalition is hosted at the LA County Arts Commission and the LA County Office of Education

There Are Several Factors to Consider When Selecting an Area of Focus for a Collective Impact Initiative

DEMONSTRATED NEED

- Is there a demonstrated need in the local community?

SIGNIFICANT ACTIVITY

- Is there already significant local activity underway on which the CI initiative can leverage?

SUFFICIENT ENERGY

- Is there sufficient energy locally among local leaders and key stakeholders on which a CI initiative can be built?

NATIONAL EXAMPLES

- Are there relevant examples elsewhere that are demonstrated proof points?

The relative importance of each factor varies depending upon the local context and there is no one right answer for how to draw boundaries to your effort

In Issue Selection, It May Be Helpful to Consider Relationship Between the Arts and Other Topics

OPINION

Is Music the Key to Success?

By JOANNE LIPMAN

Published: October 12, 2013

CONDOLEEZZA RICE trained to be a concert pianist. Alan Greenspan, former chairman of the Federal Reserve, was a professional clarinet and saxophone player. The hedge fund billionaire Bruce Kovner is a pianist who took classes at Juilliard.

[Enlarge This Image](#)






Multiple studies link music study to academic achievement. But what is it about serious music training that seems to correlate with outsize success in other fields?

The connection isn't a coincidence. I know because I asked. I put the question to top-flight professionals in industries from tech to finance to media, all of whom had serious (if often little-known) past lives as musicians. A connection between their music training and professional achievements.

Example Areas of Focus

- Economic Development
- Cradle to Career Educational Success
- Substance Abuse
- Health

State Arts Agencies Can Engage in Collective Impact Efforts in a Number of Ways

Sample Role	Description	Examples
Catalyst	<ul style="list-style-type: none"> Initiate a collective impact strategy as champion, financier, and convener, potentially playing a key role in attracting resources throughout the effort 	
Backbone Organization	<ul style="list-style-type: none"> Organize and coordinate the actions of cross-sector stakeholders to advance collective impact effort 	
Participant	<ul style="list-style-type: none"> Actively participate in collective impact effort, and aligns funding and measurement to the effort 	

Arts agencies can play a wide range of roles in collect impact efforts, even within these categories

Roundtable Discussions

1. Worksheet 1: For which issue(s) in your community would collective impact be a promising approach? How could the arts be framed as a critical component of success?
2. Worksheet 2: What roles do you think state arts agencies are best positioned to play in a collective impact effort? (e.g., catalyst, backbone, participant)

Thank You!

To talk more with FSG about Collective Impact:

- **Abi Ridgway, Consultant**
abi.ridgway@fsg.org



Collective Impact resources available on FSG's website:
<http://fsg.org/KnowledgeExchange/FSGApproach/CollectiveImpact.aspx>

NEA's Arts Education & Collective Impact Webinar:
<http://arts.gov/video/nea-arts-education-collective-impact-initiatives-webinar>

Appendix

Worksheet 1: For Which Issue(s) in Your Community Would Collective Impact Be a Promising Approach?

Consideration	Question	Notes
Demonstrated Need	<ul style="list-style-type: none"> For which issues is your community is there a significant, demonstrated need for system change? 	
Significant Activity	<ul style="list-style-type: none"> Are there already significant local activities underway upon which a collective impact effort might be built? 	
Sufficient Energy	<ul style="list-style-type: none"> For which issues is there significant energy among local leaders and key stakeholders? Who might be an influential champion to a CI effort? 	
National Examples	<ul style="list-style-type: none"> Are any collective impact efforts you have seen in other communities that are relevant for your community? 	

Issues to consider might include:

- Economic development
- High school completion
- Substance abuse
- Health
- Others!

Worksheet 2: What Role Do You Think State Arts Agencies Are Best Suited to Play in Collective Impact Efforts?

Sample Role	Description	Pros	Cons
Catalyst	<ul style="list-style-type: none">Initiate a collective impact strategy as champion, financier, and convener, potentially playing a key role in attracting resources throughout the effort		
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