



Strive Partnership, Cradle to Career, Collective Impact:

What does it all really mean and
what is the role of philanthropy?

2016 Philanthropy Luncheon & Conference

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Connecticut Council for Philanthropy
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Strive Partnership, Cradle to Career, Collective Impact

Presenters:

Jeff Edmondson, Managing Director of StriveTogether

Anthony Allison, Program Officer, Norwalk Children's Foundation

Merle Berke-Schlessel, President and CEO, United Way of Coastal Fairfield County

Lori Hart, Executive Director, Bridge to Success Community Partnership

Mara Siladi, Cradle to Career Manager, United Way of Western Connecticut

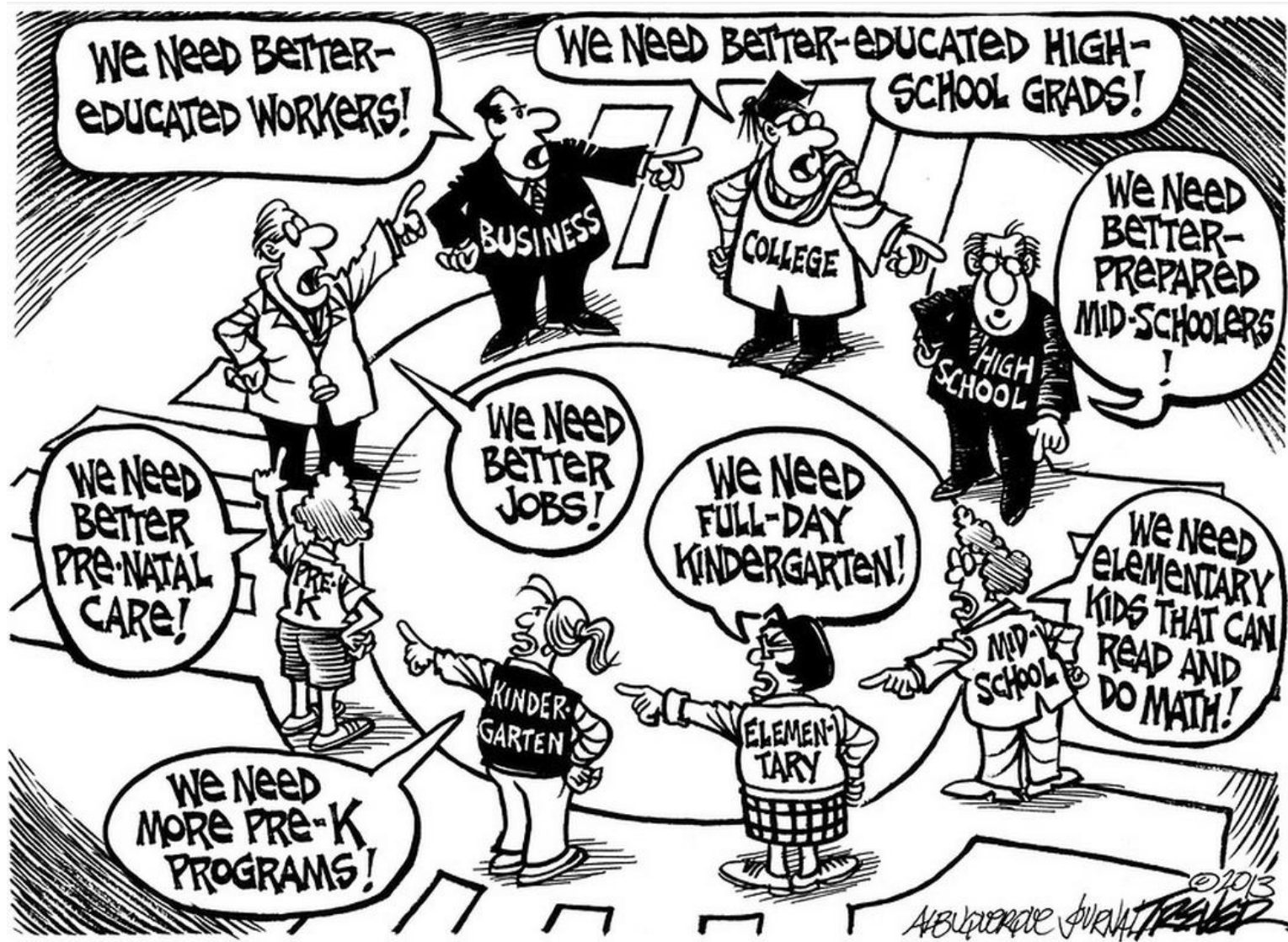
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**Collective Impact
and the Role of
Fundors**



What's Our Challenge?

Education/ Non Profit Investments

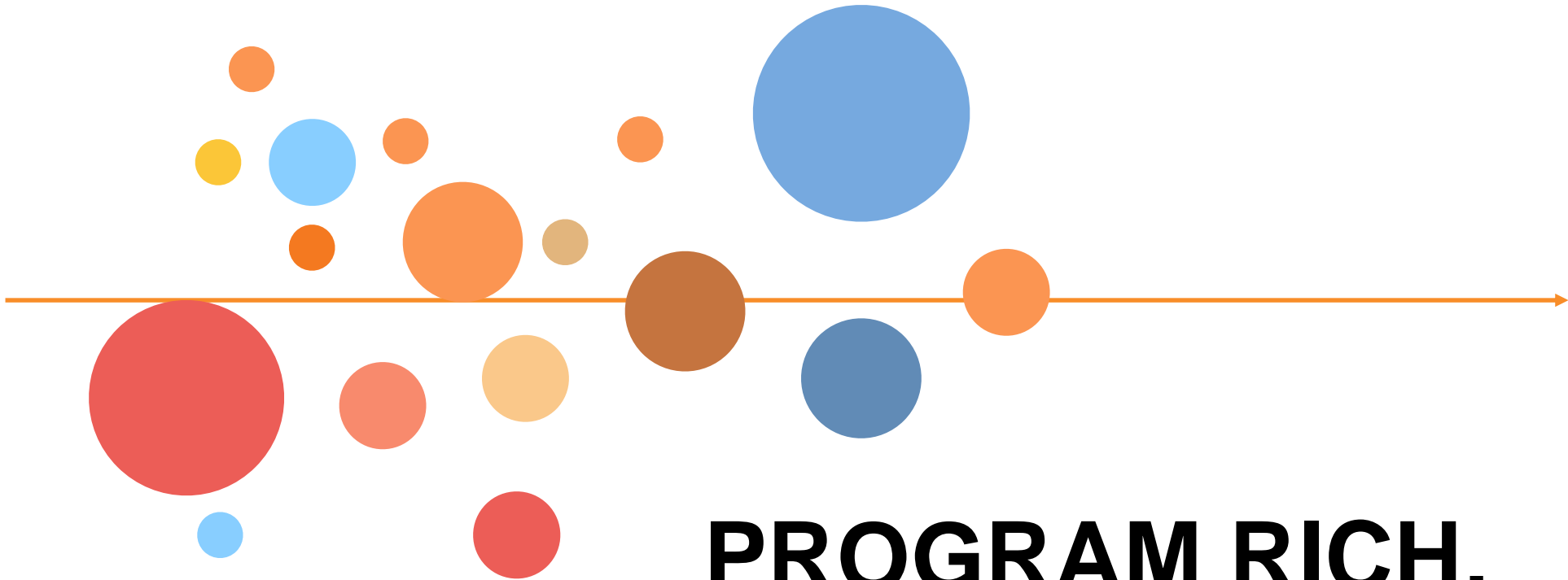
\$591
Billion in
Public
Resources

\$5
Billion in
Philanthropic
Resources

Over **40,000**
Non-Profits

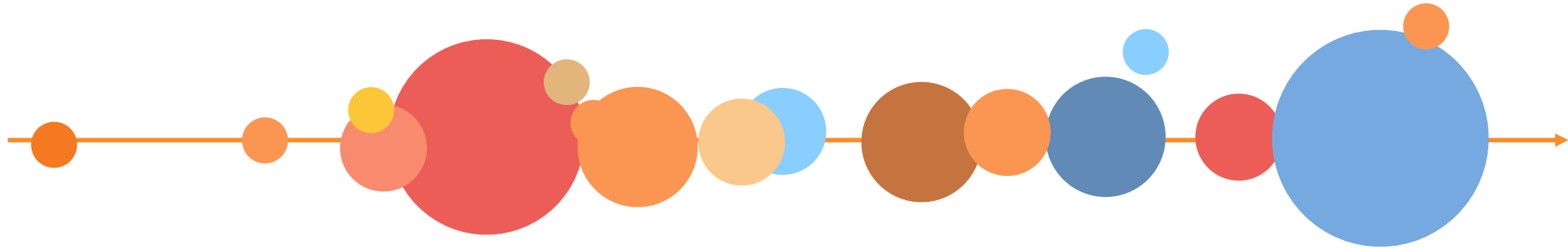
**Despite these investments,
we are not getting consistently better results for kids.**

What's Our
Challenge?



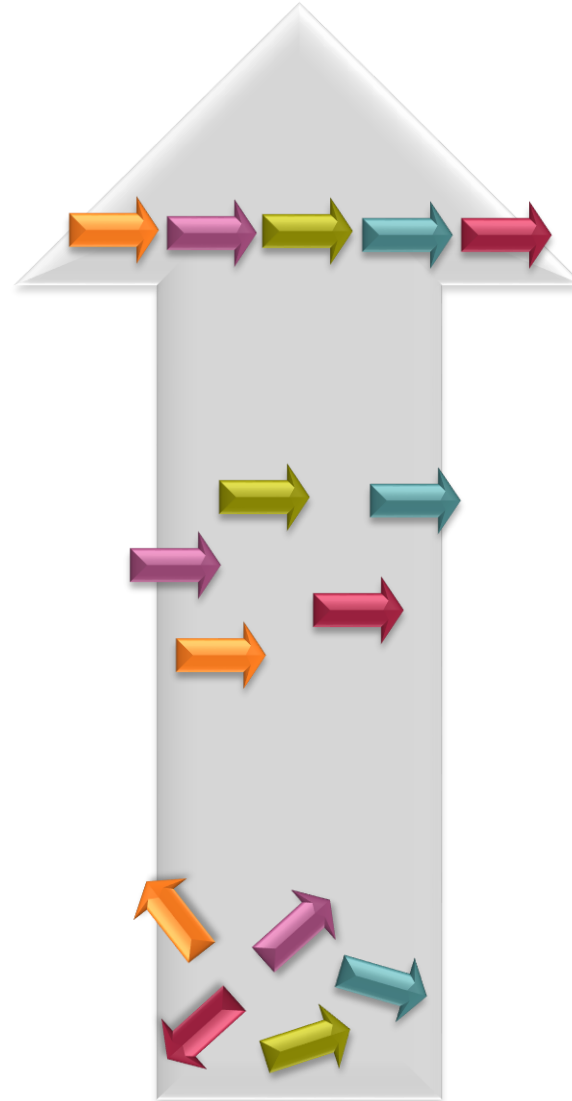
**PROGRAM RICH,
SYSTEM POOR.**

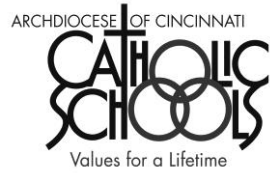
What's Our
Solution?



Collective Impact

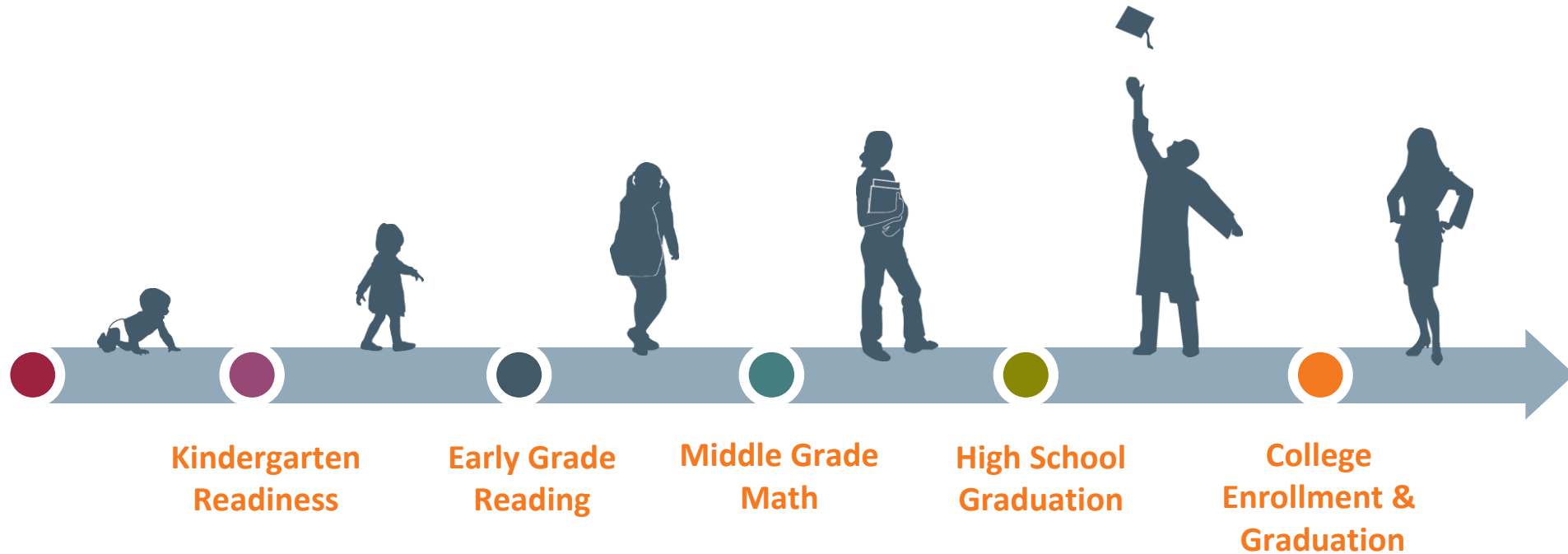
Aligning around Outcomes



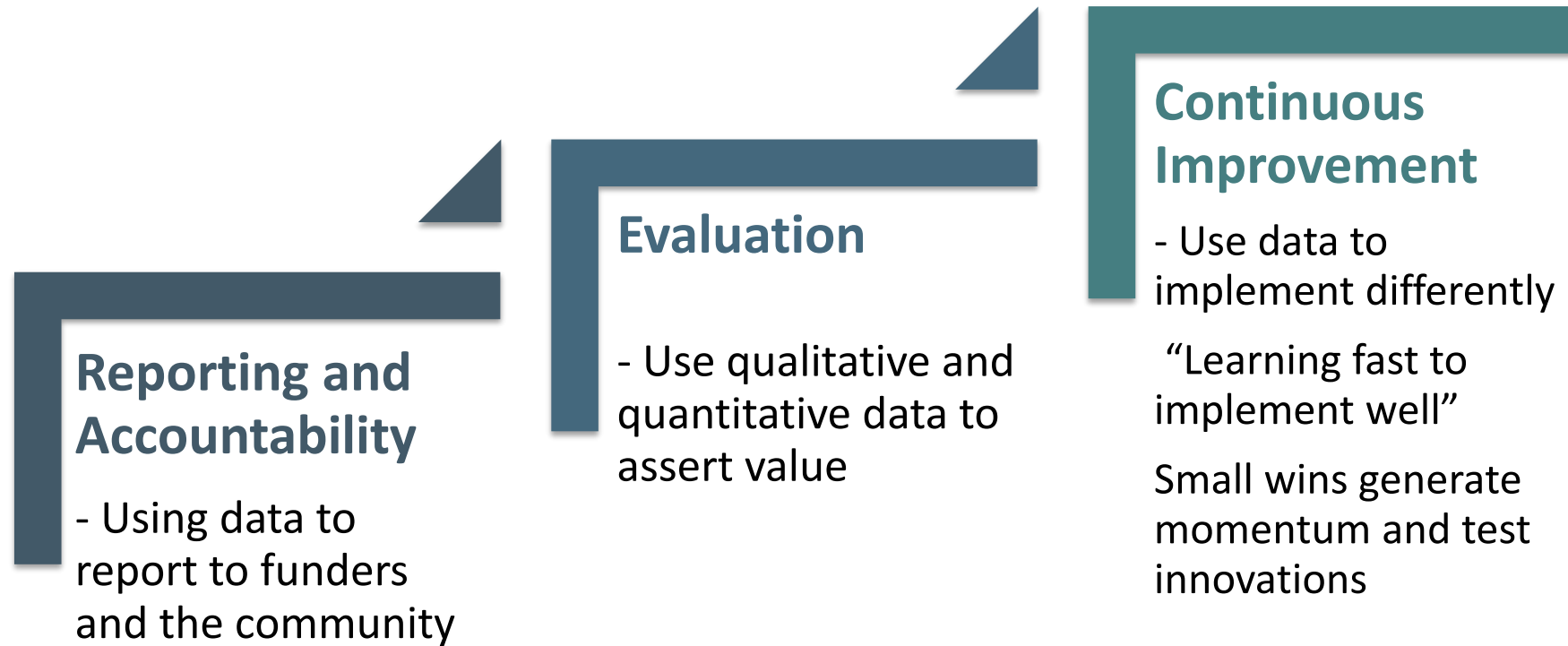


Common Vision & Outcomes

“Every Child, Cradle to Career.”



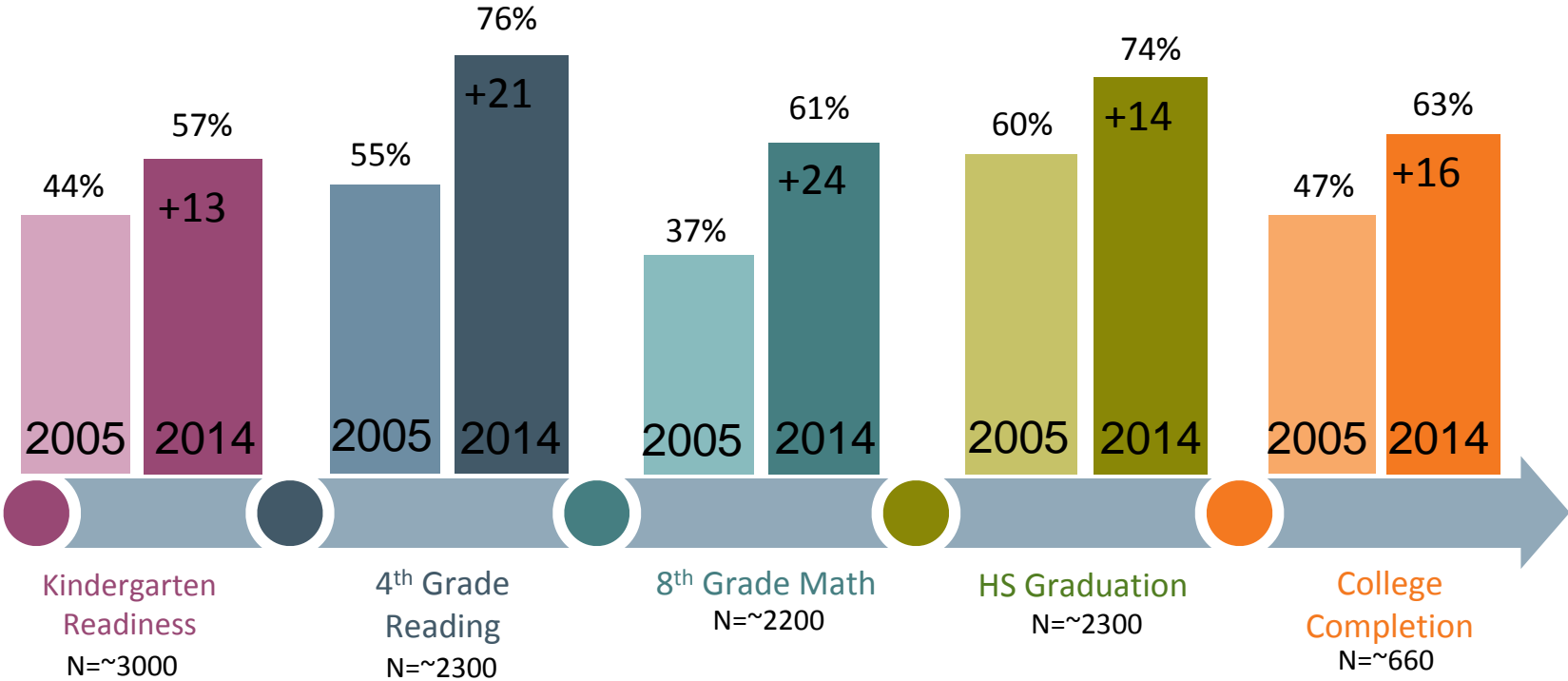
The Primary Driver: Data and How We Use It



Percent of Students Improving Outcomes Since Baseline Year



- Prepared for school
- Supported in and out of school
- Succeeds academically
- Enrolls in college
- Graduates and enters career



Note: This chart reflects trends from the baseline year to the current year for the partnership's largest district and postsecondary institution, generally representative of the urban core geographic scope.

Bright Spots

- **Seeding Success (Memphis)**
Memphis Athletic Ministries
- **Spartanburg Academic Movement (South Carolina)**
Junior Charity League
- **Thriving Together (Phoenix)**
Pastor Elementary School, Roosevelt District
- **Partnership for Children (San Diego)**
United Way of San Diego

Collaboration

Convene around
Programs/Initiatives

Prove

Addition to
What You Do

Advocate for Ideas

Fund Programs



Collective Impact

Work Together to
Move Outcomes


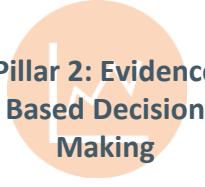


Improve

Is What You Do

Advocate for
What Works

Fund Outcomes

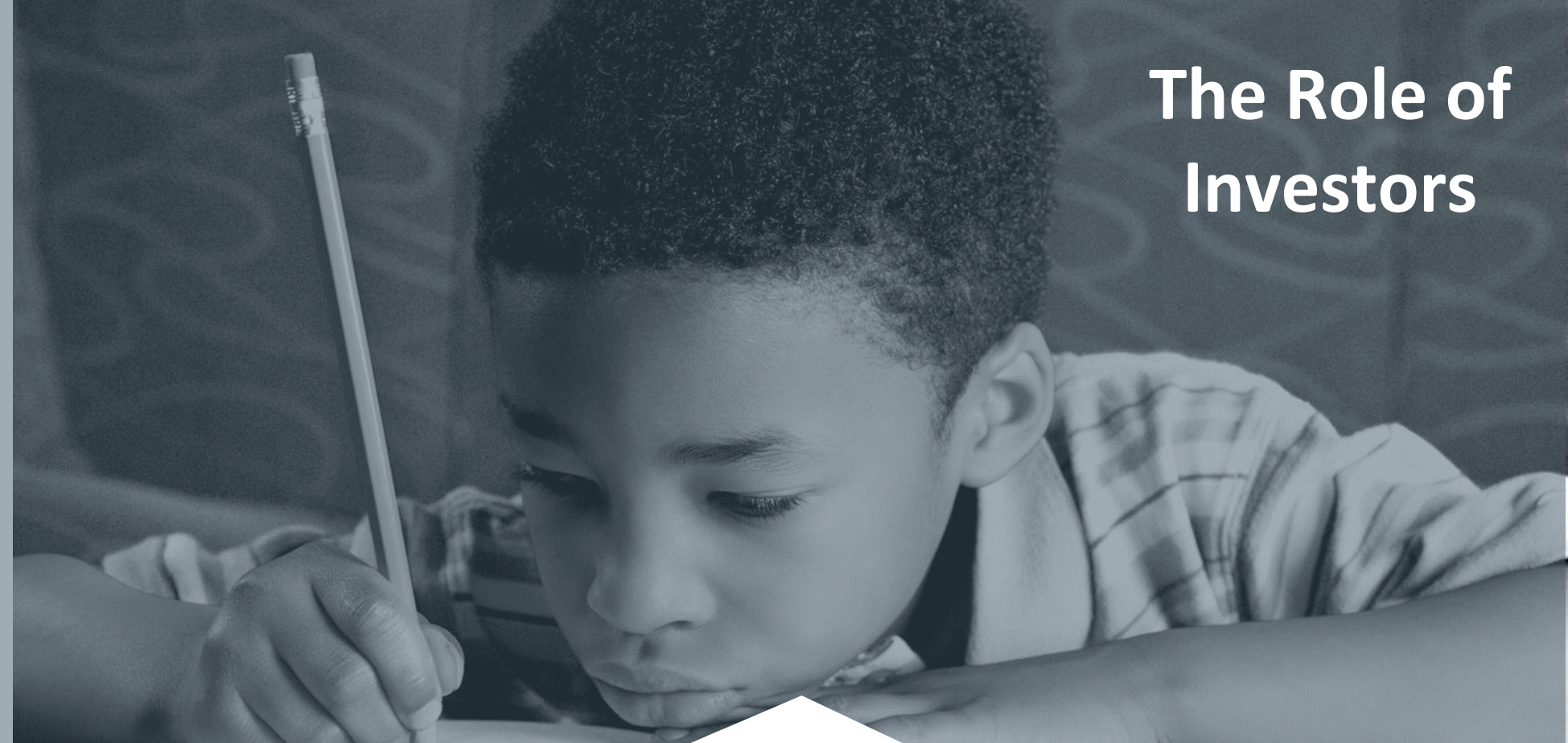
GATEWAYS:

	Exploring	Emerging	Sustaining	Systems Change	Proof Point
 <p>Pillar 1: Shared Community Vision</p>	<ul style="list-style-type: none"> • Geographic Scope • Leadership Table • Vision/ Mission • Key Messaging 	<ul style="list-style-type: none"> • Baseline Report 	<ul style="list-style-type: none"> • Roles/ Responsibilities • Annual Progress Report • Consistent Messaging 	<ul style="list-style-type: none"> • Shared Accountability • Withstand Leadership Change 	<p>A Partnership is in the Systems Change Gateway and sees indicators improving.</p>
 <p>Pillar 2: Evidence Based Decision Making</p>	<ul style="list-style-type: none"> • Outcomes • Indicators 	<ul style="list-style-type: none"> • Baseline Data Collection • Disaggregated Data 	<ul style="list-style-type: none"> • Indicator Refinement • Connection of Academic & Non Academic Data 	<ul style="list-style-type: none"> • Timely Data Sharing for Continuous Improvement 	
 <p>Pillar 3: Collaborative Action</p>	<ul style="list-style-type: none"> • Continuous Improvement Commitment 	<ul style="list-style-type: none"> • Collaborative Action Networks 	<ul style="list-style-type: none"> • Action to Move Outcomes • Opportunities & Barriers Addressed 	<ul style="list-style-type: none"> • Spread What Works For Children and Youth 	
 <p>Pillar 4: Investment & Sustainability</p>	<ul style="list-style-type: none"> • Anchor Entity/ Backbone Functions • Funder Engagement 	<ul style="list-style-type: none"> • Management Capacity • Financial Support 	<ul style="list-style-type: none"> • Community Mobilization • Aligned Resources • Advocacy 	<ul style="list-style-type: none"> • Policy Changes • Multiyear Funding Commitment 	

BUILDING



IMPACT

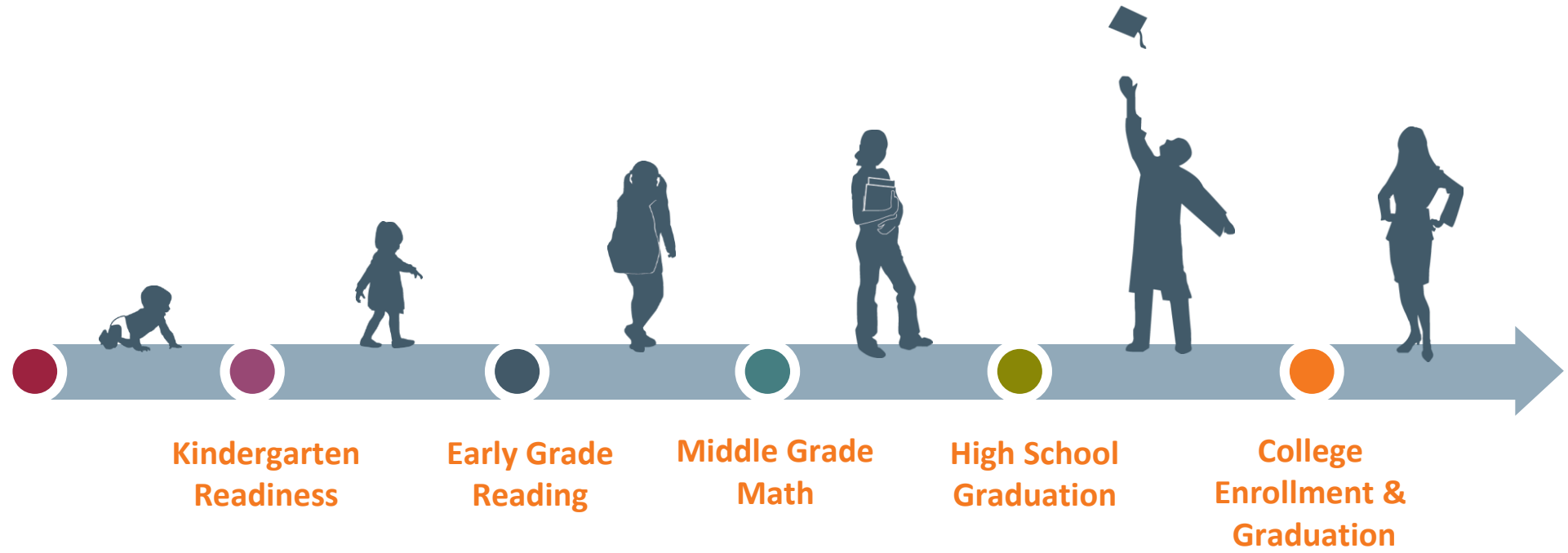


The Role of Investors

“Process is the new program.”

Ben Hecht, Living Cities

Outcomes as Bottom Line

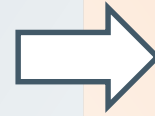


Giving vs. Achievement

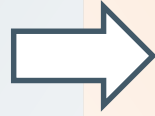
	Giving				Achievement		
	2011	2012	Since Prior Year		2011-12 Last Year	2012-13 Current Year	Since Prior Year
	Philanthropic \$ invested in developmental stages				% of Dallas County Proficient		
Early Childhood (0-5 years)	\$4.85 M	\$5.04 M	↑ \$0.19 M	Kindergarten Readiness	52%	49%	↓ 3%
Elementary School (6-10 years)	\$6.04 M	\$2.99 M	↓ \$3.05 M	3 rd Grade Reading	35%	35%	No Change
Middle School (11-14 years)	\$3.80 M	\$2.10 M	↓ \$1.7 M	4 th Grade Math	27%	29%	↑ 2%
High School (15-19 years)	\$6.50 M	\$8.75 M	↑ \$2.24 M	8 th Grade Science	29%	32%	↑ 3%
				Algebra 1	33%	30%	↓ 3%
				Average 10 th Grade PSAT Score	115 pts.	116 pts.	↑ 1%
				Percent of Graduates College Ready	15%	14%	↓ 1%
				Four-Year High School Graduation Rate	82%	84%	↑ 2%
				% of H.S. Grads Enrolling in Postsecondary Education (PSE)	62%	61%	↓ 1%

Program Investing

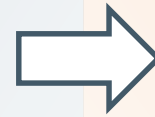
Transactional relationship



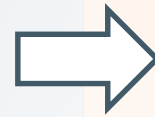
Seek answers first



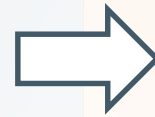
Invest in isolation



Narrow & predictable impact



Individual ownership



Immediate return



Ecosystem Investing

Transformational relationship

Seek understanding first

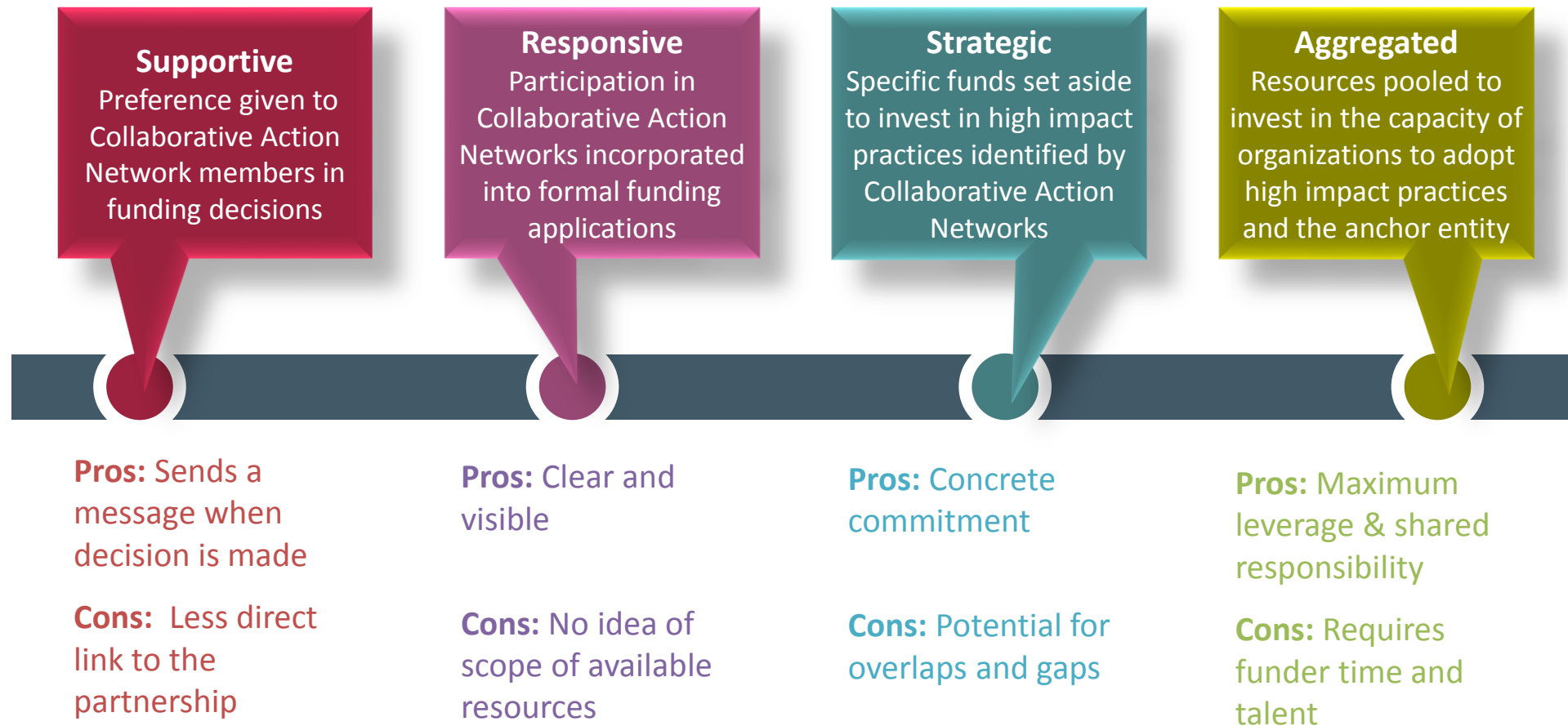
Invest respecting interrelation

Scaled & unpredictable impact

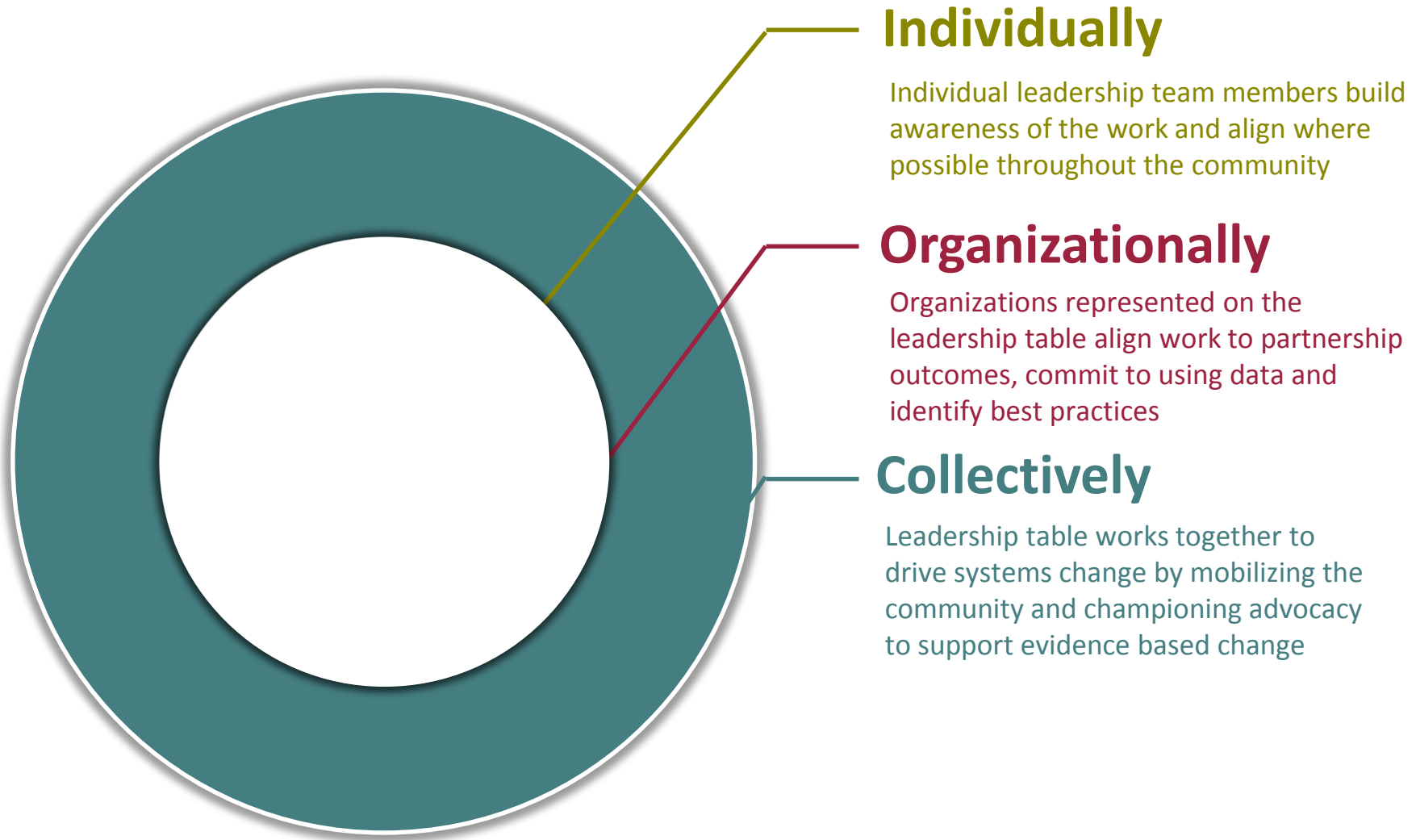
Collective ownership

Sustained return

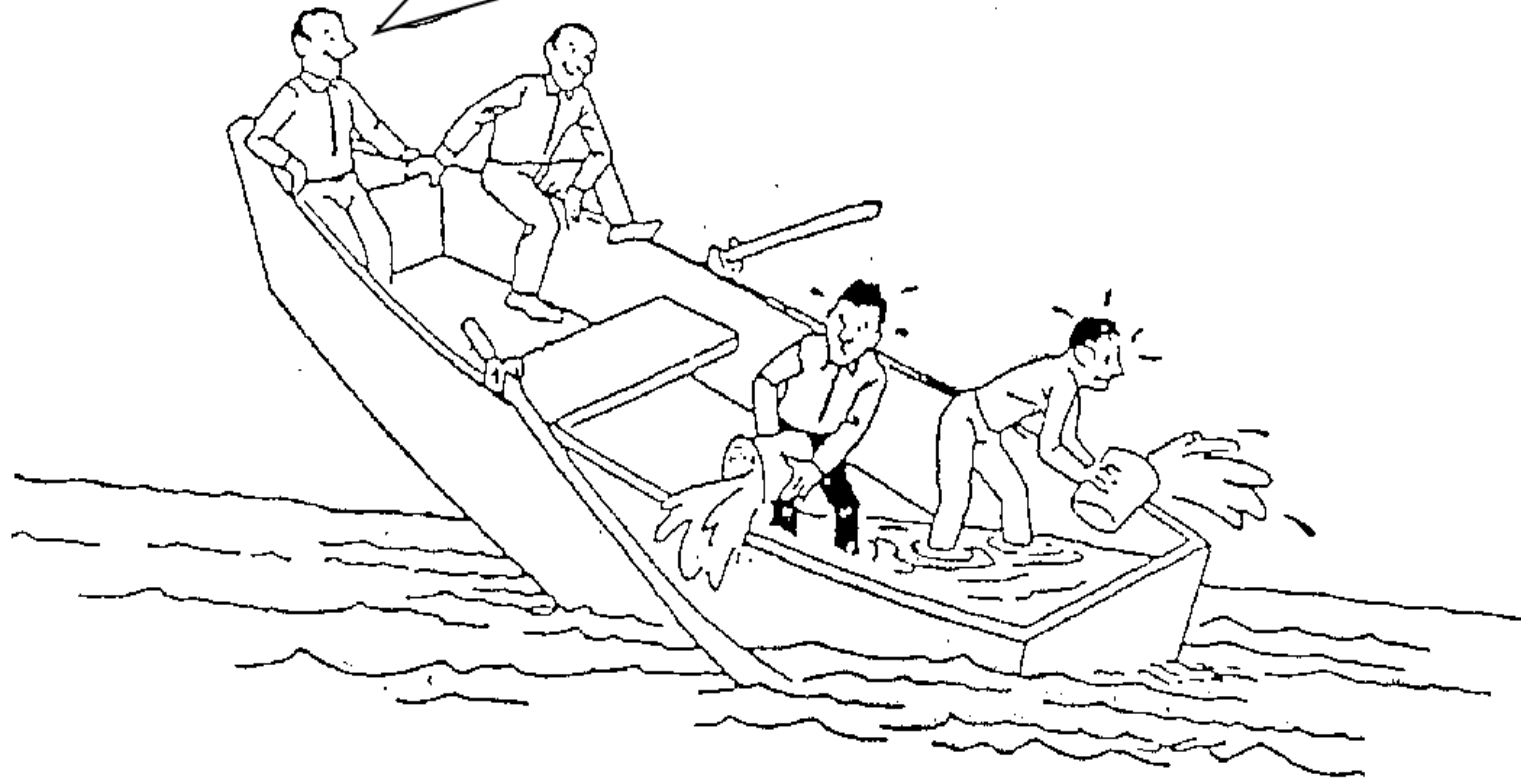
Investor Engagement Continuum



Collective Impact Irony



I'm sure glad the
hole is not in our
end!



STAMFORD CRADLE TO CAREER PARTNERSHIP COMMUNITY VISION

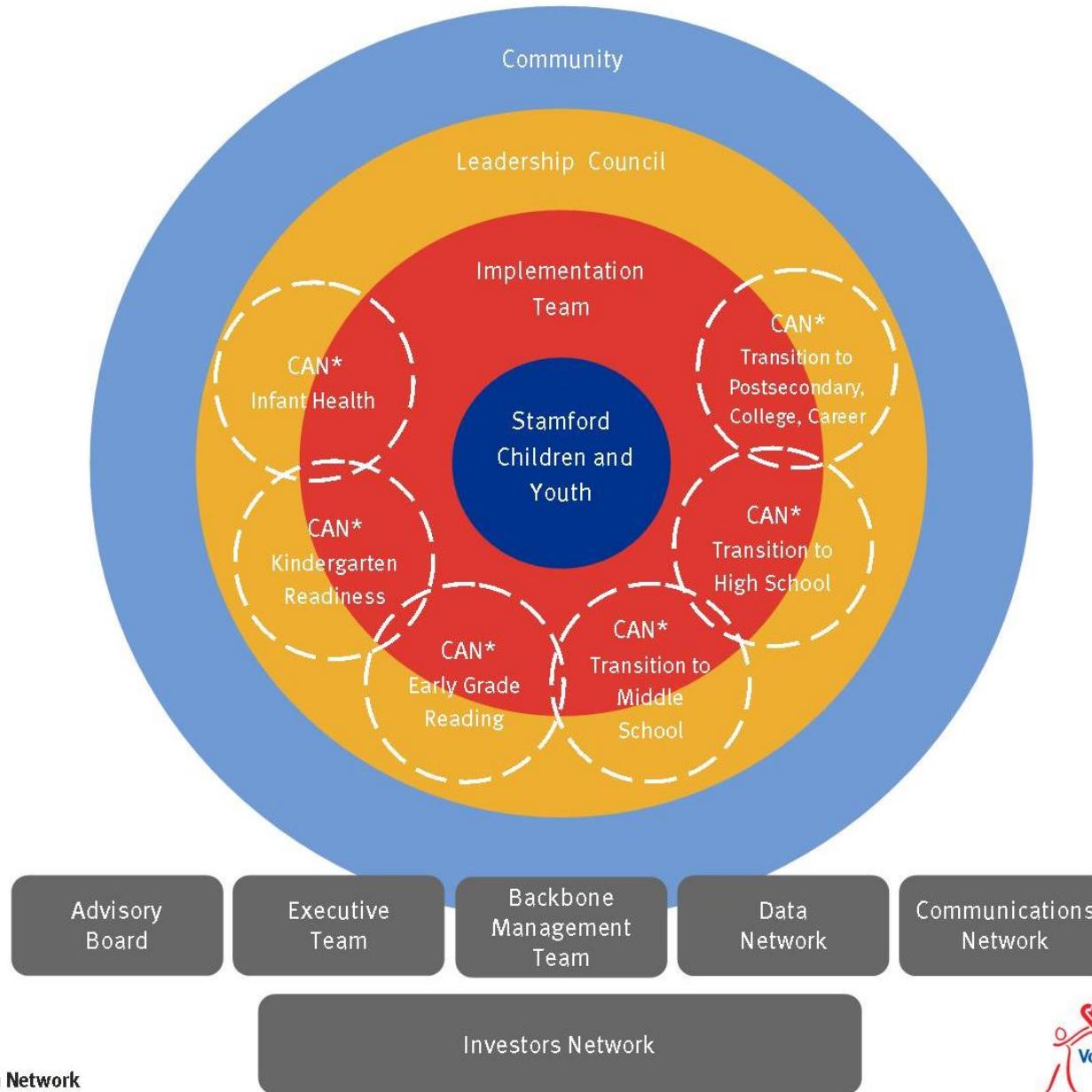
Core Values

We believe in...

- ✓ Stewardship
- ✓ Commitment to Community Engagement
- ✓ Commitment to Outcomes and Data Driven Decision Making
- ✓ Transparency
- ✓ Equity and Equitable Distribution of Resources
- ✓ Honor and Celebrate Inclusiveness
- ✓ Access/Holistic Approach/ALL Children
- ✓ Asset-Based Approach

Partnership Name
Stamford Cradle to Career
Tagline
Successful Children, Thriving Community
Vision
ALL youth succeed in education, career and life
Mission
SCtoC will collectively align resources to ensure education, equity, and excellence for EVERY child from cradle to career

Stamford Cradle to Career Accountability Structure



* Community Action Network



Stamford Cradle to Career/Scorecard DRAFT

Children are born healthy and enter school ready to read and succeed			Youth make successful transitions from school to college/careers		
Key Outcome Areas					
Infant Health and Development	Kindergarten Readiness	Early Grade Reading	Transition to Middle School	Transition to High School	Transition from High School to Postsecondary, College, or Career
Core Indicators					
*% of full term pregnancy births *# seats in accredited/licensed daycare	*% of children with Pre-K experience *% of children ready for K based on developmental assessment (KEI academic)	*% of students reading proficiently in 3rd grade *% reading at goal or above in 3 rd grade	*% of students with math and reading proficiency in 5 th grade *% at goal in math and reading in 5 th grade	*% of 9 th graders with at least five course credits *% of students at goal in math and reading in 8 th grade.	*% of students who graduate on time (in 4-6 years) *% of 11 th grade students at proficiency and goal in math and reading *Youth unemployment rate

Key Outcome Areas-Stamford Cradle to Career					
Infant Health and Development	Kindergarten Readiness	Early Grade Reading	Transition to Middle School	Transition to High School	Transition from High School to Postsecondary, College, or Career
Contributing Indicators					
*# on waitlist for daycare/preschool *% receiving timely pre-natal care *Education level of mother *ASQ data?	*% of children ready for K based on developmental assessment (KEI social) *% of students passing physical education assessments (KEI physical)	*Attendance *% of in school and out of school suspensions and expulsions by grade *% referred to reading intervention or special education *SRBI intervention data by grade *% of students passing physical education assessments	*Attendance *% of in school and out of school suspensions and expulsions by grade *SRBI intervention data by grade *% of students passing physical education assessments *% of students completing community service projects	*Attendance *% of students completing Algebra in 8 th or 9 th grade *% of students with math and reading proficiency in 8 th grade *% of 9 th graders with no more than one core course with a D grade *% of students taking arts courses *% of in school and out of school suspensions and expulsions by grade *SRBI intervention data by grade *% of students passing physical education assessments *% of students completing community service projects *Juvenile justice data	*# enrolled in two-year and four-year colleges *% taking remedial college classes *% of students completing post secondary education *% of students completing postsecondary training *AP scores and # taking AP classes *% college-ready on SAT *% of students completing FAFSA *TBD measure of community involvement

Contextual Indicators-Stamford Cradle to Career

*% of students who feel safe from physical, verbal and emotional abuse

*% of students who feel safe from physical harm in school

*% of ELL students re-designated as fluent

*% of residents and youth living in poverty

*% of food insecure residents

*% of students overweight or obese

*% of residents with a high school diploma or higher

* % of students eligible for free/reduced lunches

* % of households earning less than basic cost of living

Strive Together Framework

Collective Impact Principles

Mission

The mission of Norwalk ACTS is to enrich and improve the lives and futures of all Norwalk children and youth, from cradle to career.

What is Norwalk ACTS?

Norwalk ACTS is a
Convener, Collector, Conduit, and Catalyst for Change

Our members support the use of **data**
to define what's working programmatically,
so that we can all be better **system change agents**
and can **positively impact outcomes** for all Norwalk's
children, from cradle to career.

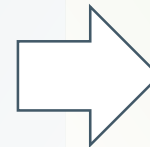
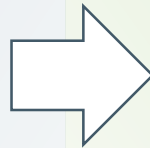
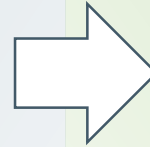
Collaboration

Convene around
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Addition to
What You Do

Advocate for Ideas



Collective Impact

Work Together to
Move Outcomes

Improve

Is What You Do

Advocate for
What Works

Priorities

OUTCOMES

Mission / The mission of Norwalk ACTS is to enrich and improve the lives and futures of all Norwalk's children and youth, cradle to career.



/ Norwalk children are ready to enter Kindergarten.



/ Norwalk students meet the goal level in 3rd grade reading.



/ Norwalk students have the necessary skills to successfully transition from 5th to 6th grade.



/ Norwalk students have the necessary skills to successfully transition from 8th to 9th grade.

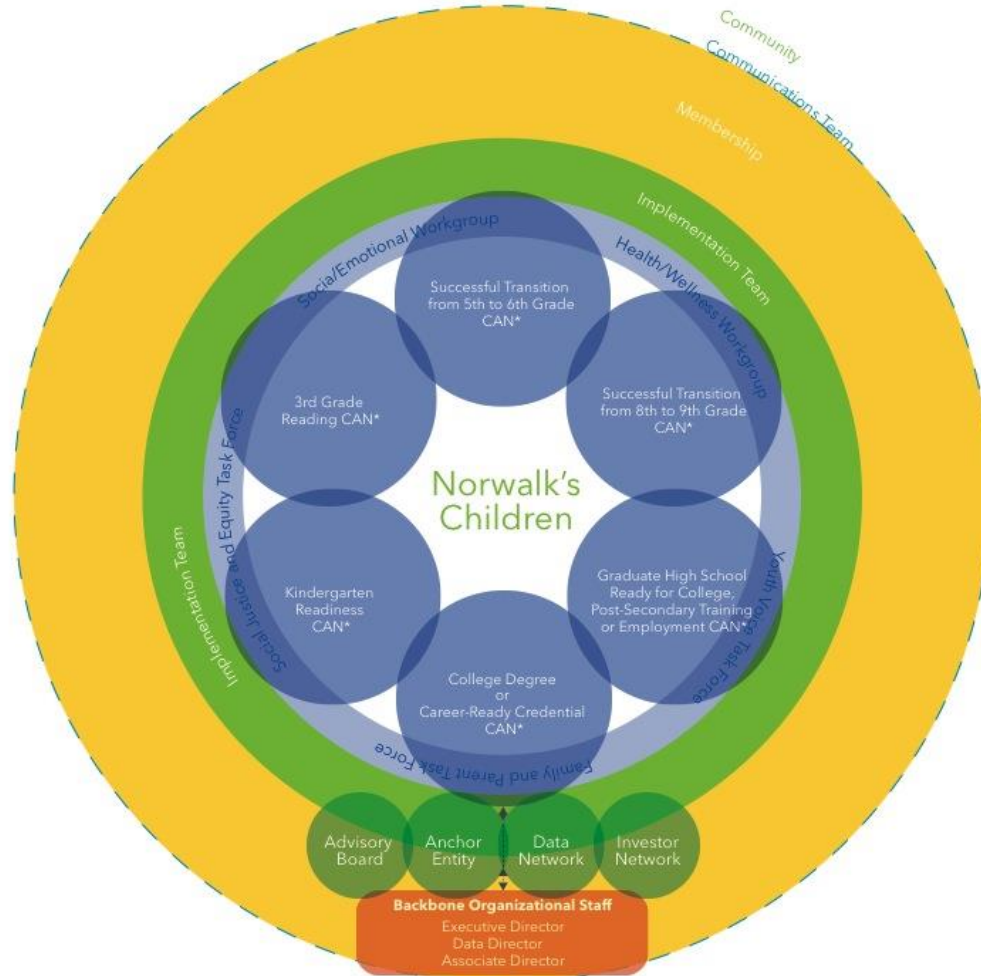


/ Norwalk students successfully graduate from high school in 4 years ready for college, post-secondary training or full-time employment.



/ Norwalk graduates are career-ready with a college degree or professional certificate.

Accountability Structure



Implementing the Theory of Action

The Theory of Action is based on StriveTogether's Framework for Building Cradle to Career Civic Infrastructure. The Theory of Action consists of five **Gateways**: Exploring, Emerging, Sustaining, Systems Change and Proof Point. Within each of the five Gateways, there are a series of **quality benchmarks** that are key steps in developing and sustaining a partnership. Meeting the quality benchmarks in the Exploring, Emerging and Sustaining Gateways leads to System Change and ultimately Proof Point.

Partnerships implementing the Theory of Action effectively demonstrate four **principles** as they move from building a partnership to impacting outcomes:

1. Engage the Community

The work of the partnership must be grounded in the context of the community. Partnerships engage a broad array of community voices through building awareness and information sharing; involving and mobilizing the community towards improvement; and co-developing solutions and strategies with community members.

2. Focus on Eliminating Locally Defined Disparities

Inequalities in student achievement are defined by each partnership using local data and context. Partnerships make intentional efforts to eliminate disparities in achievement.

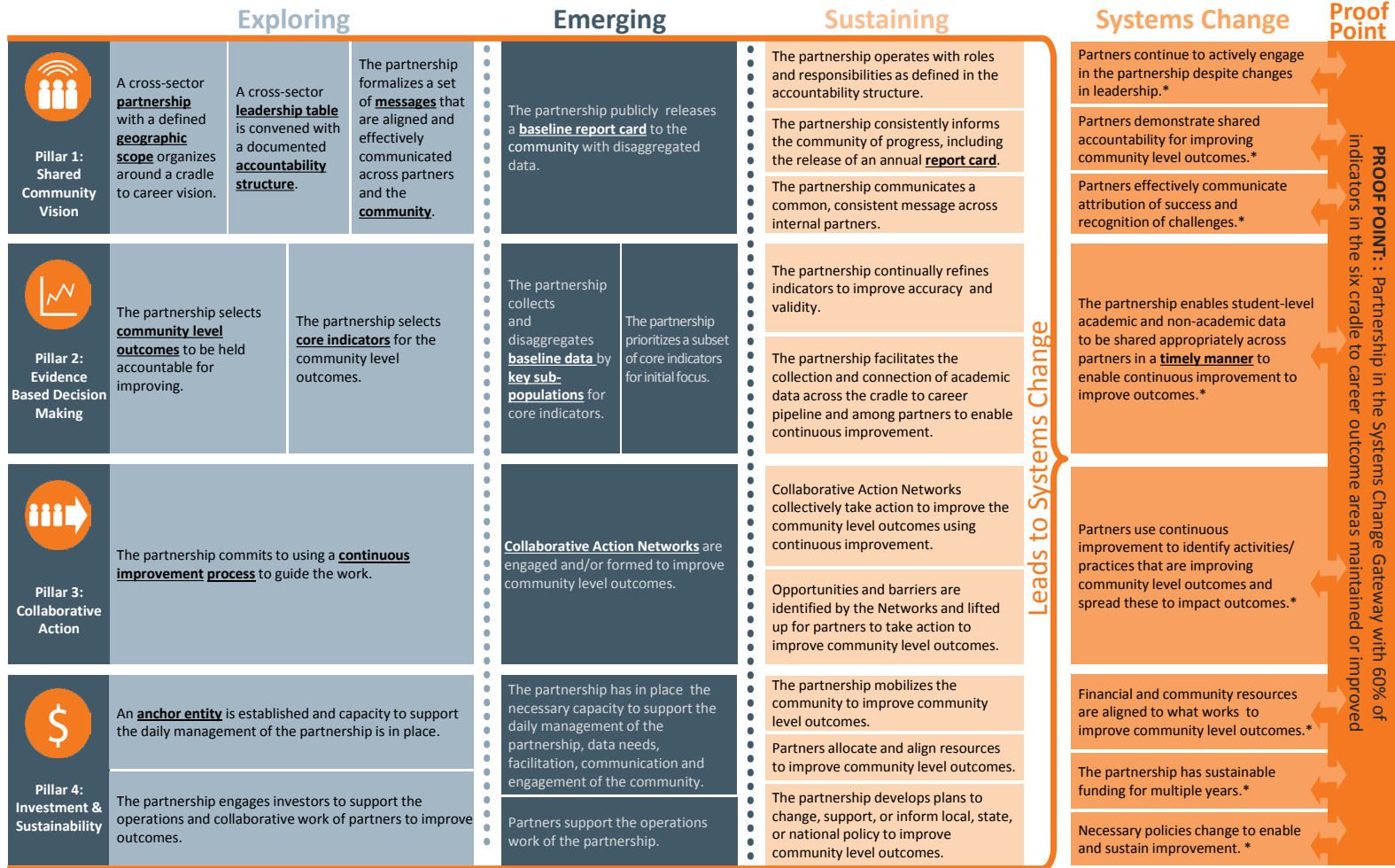
3. Develop a Culture of Continuous Improvement

The work of the partnership focuses on the use of local data, community expertise and national research to identify areas for improvement in a constant and disciplined manner that ensure Partners invest in practices that work.

4. Leverage Existing Assets

The partnership builds on existing resources in the community and aligns resources to maximize impact.

GATEWAYS:

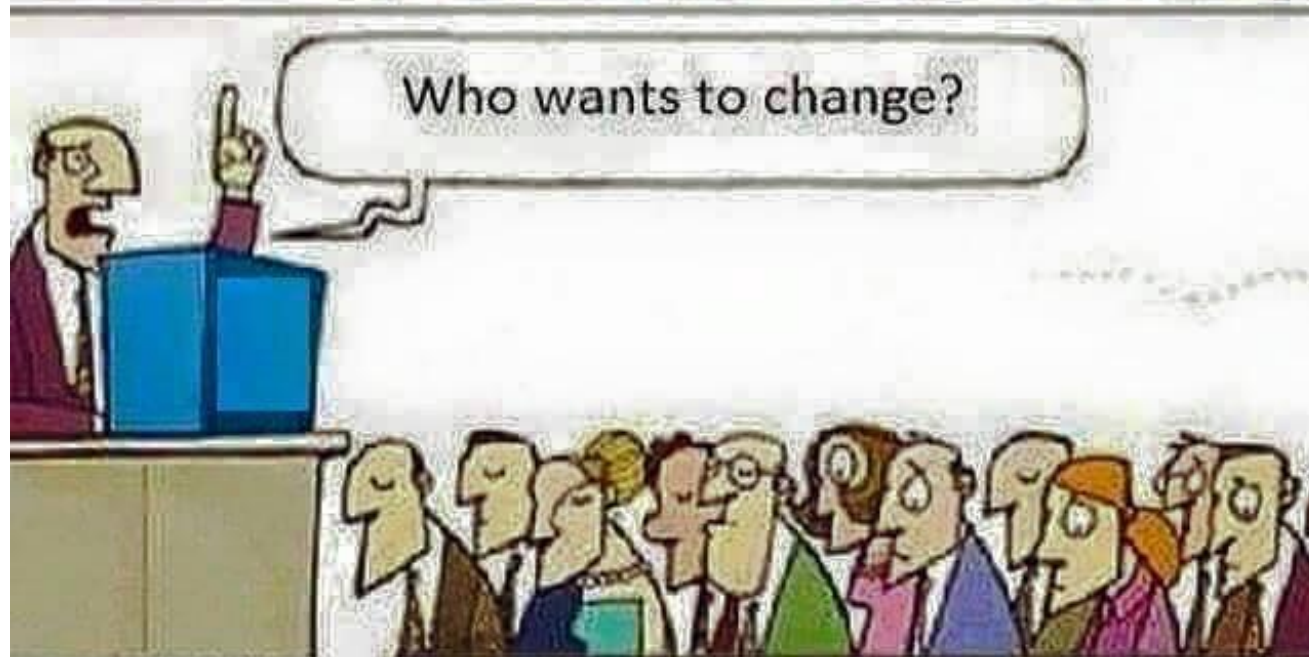
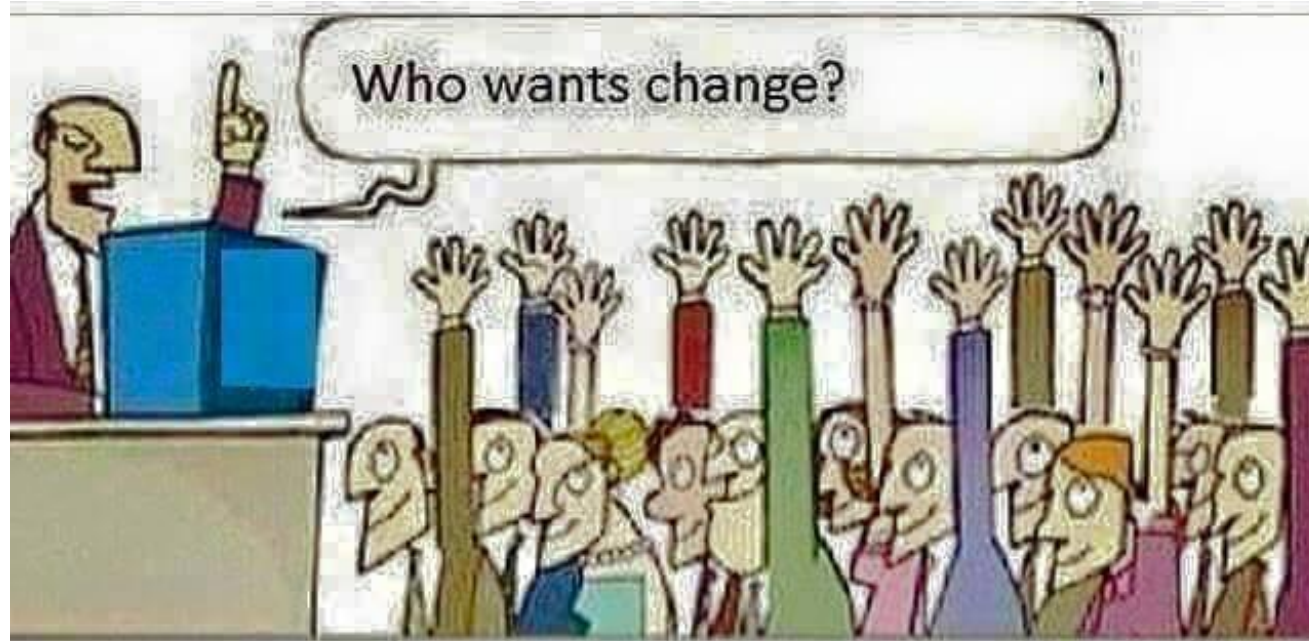


Leads to Systems Change

BUILDING -----> IMPACT

*Systems Change indicators are being updated to provide increased clarity

Action Moves at the Speed of
TRUST



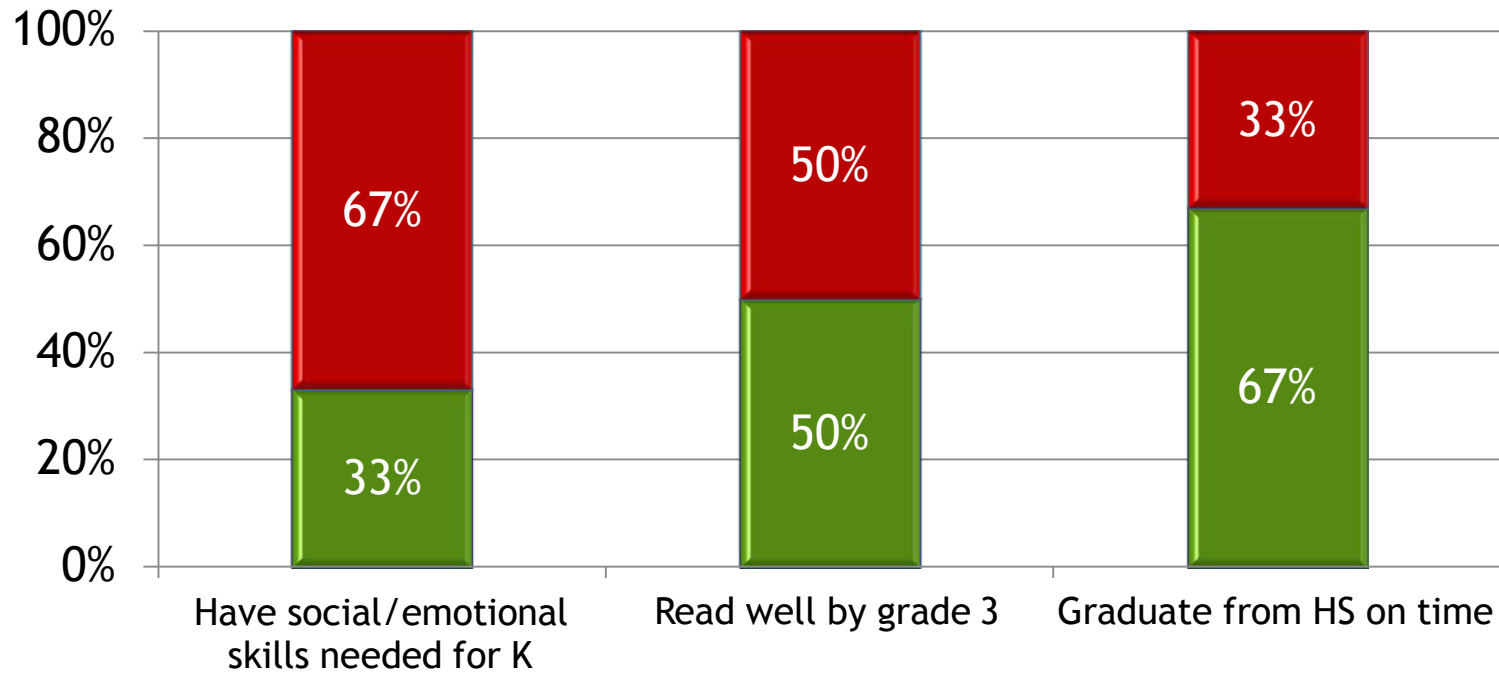
Waterbury Cradle to Career Partnership

* Why - data

- * How – collective impact framework
 - * *relationships, relationships, relationships*
- * Who – 93 public & private partners
 - * *convened by independent staff - backbone*
- * Next Steps – deliberate School-Community Partnership



*Community Report Card



*No one organization created this problem, and no one organization can fix it

*93 child and youth partner organizations have been paving the way, learning new insights, and are now ready to **change the way they do business**

* Collective Impact: BTS Style

Common Agenda

- 93 public and private organizations agree:
Waterbury youth succeed in school, work and life

Shared Measurement

- Kindergarten readiness in social/emotional skills, 3rd grade reading scores, and high school graduation rates

Mutually Reinforcing Activities

- Promote school attendance, early literacy, positive youth development, and post-secondary career preparedness, and promote parent as their child's first/main teacher

- Transparency > Trust
- Community Forum, Newsletter, Website, Facebook, Twitter

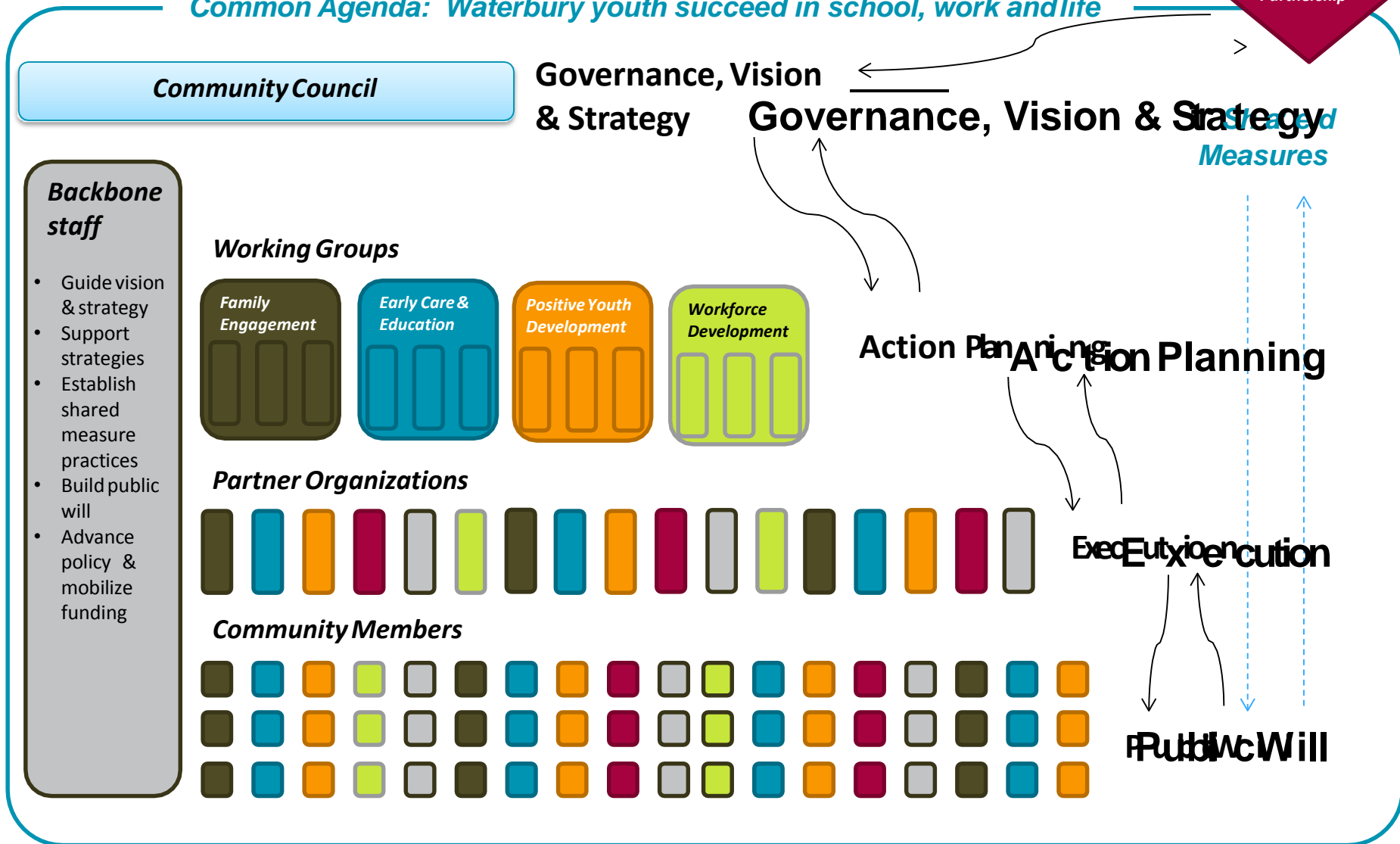
Backbone Function

- BTS staff: Executive Director, Coordinator, Data Specialist
- Guide vision & strategy, build public will

Bridge to Success Community Partnership Framework



Common Agenda: Waterbury youth succeed in school, work and life



*Meet 93 BIS Community

Acts 4 Ministry, Inc.
All Our Kin
American Savings Foundation
Americorps
The Bible Church of Waterbury
Boy Scouts of America – CT Rivers Council
Boys & Girls Club of Greater Waterbury
Brass City Charter School
Brass City Harvest
Bristol Hospital Parent & Child Center
BW STOP
Catholic Charities
Central Naugatuck Valley Regional Action Council
Children In Placement, Inc.
Children's Law Center of CT
Children's Community School
Christ Community Church of Greater Waterbury
City of Waterbury – Bureau of Recreation
City of Waterbury – Department of Health
City of Waterbury – Office of the Mayor
Community members
Concepts for Adaptive Learning
Connecticut Community Foundation
CPEP
CT Dance Theater
CT Junior Republic
Department of Children & Families
Easter Seals of Greater Waterbury
Family & Children's Aid
Family Services of Greater Waterbury
Favor, Inc.
Flanders Nature Center
Girl Scouts of CT
Girls, Inc.
Governor's Prevention Partnership
Granville Academy
Gtr Waterbury Area Alumnae Delta Sigma Theta
Greater Waterbury Autism Speaks
Greater Waterbury YMCA
Hispanic Coalition of Greater Waterbury
Junior Achievement
KaMs Kiddie Korner
Kids Against Hunger Waterbury
KidsTown
The Leever Foundation
Literacy Volunteers of Greater Waterbury
Living Faith Christian Church

Loyola Development Corporation
Madre Latina
Mattatuck Museum
MC2 Technology, Inc.
Naugatuck Valley Community College
Neighborhood Housing Services of Waterbury
NETS, Inc.
New Opportunities, Inc.
Northwest Regional Workforce Investment Board
Northwestern CT AHEC
Nutmeg Big Brothers Big Sisters
Palace Theater
Planned Parenthood of CT
Rainbow Academy LLC
Rivera Memorial Foundation
Safe Haven of Greater Waterbury
Saint Mary's Health System
Save Girls on F.Y.E.R., Inc.
Shakespeare Productions, Inc.
Shop-Rite
Silas Bronson Library
StayWell Health Care, Inc.
Stone Academy
Taking Action in Waterbury
Team SEALS Corporation
Together We Shine
UConn
The Ungroup Society
United Way of Greater Waterbury
Unity Dance Ensemble
Waterbury Hospital
Waterbury OIC, Inc.
Waterbury PAL
Waterbury Public Schools
Waterbury Public Schools - Kingsbury School
Waterbury Public Schools - Wilson FRC
Waterbury Regional Chamber of Commerce
Waterbury School Readiness Council
Wtby Symphony Orchestra - Bravo Waterbury!
Waterbury Youth Council
Waterbury Youth Services System, Inc.
Webster Bank
Wellmore Behavioral Health
Women's Inspirational Network
Workplace Success Group, LLC
Young Civic Learners

sist



Get Connected

*Full community involvement is necessary –
the work is not in addition to what you do,

it *is what you do*

*Shift from proving yourself, to using data as a guide
to *learning and improving*

*Be willing to work hard and long on this towards
long-term success

***Philosophical Changes**



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What does it all really mean and
what is the role of philanthropy?

Conversation

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