

Mike

The Five Conditions of Collective Impact	
Common Agenda	All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
Shared Measurement	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
Mutually Reinforcing Activities	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
Continuous Communication	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
Backbone Support	Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

Isolated Impact vs. Collective Impact

ISOLATED IMPACT

- Funders select individual grantees that offer the most promising solution.
- Nonprofits work separately and compete to produce the greatest independent impact.
- Evaluation attempts to isolate a particular organization's impact.
- Large-scale change is assumed to depend on scaling a single organization.
- Corporate and government sectors are often disconnected from the efforts of foundations and non-profits.

COLLECTIVE IMPACT

- Funders and implementers understand that social problems, and their solutions, arise from the intersection of many organizations within a larger system.
- Progress depends on working toward the same goal and measuring the same things.
- Large-scale impact depends on increasing cross-sector alignment and learning among many organizations.
- Corporate and government sectors are essential partners.

From Hanley Brown, F., J. Kania, and M. Kramer, 2012. Channeling Change: Making Collective Impact Work, Stanford Social Innovation Review.

Can we be backing several groups. - not project evaluation, communication spend efforts to get them the funds to a point to this concept.

Scalable, local, statewide, regional - facebook pages -

How auditors are relating back to them. - Create networks

Be digital - bundle opportunities, share differently. -

of people to use them to create backbone & MOOCs??

Be more train the train - first systems unions - coordinating

89 groups in four systems