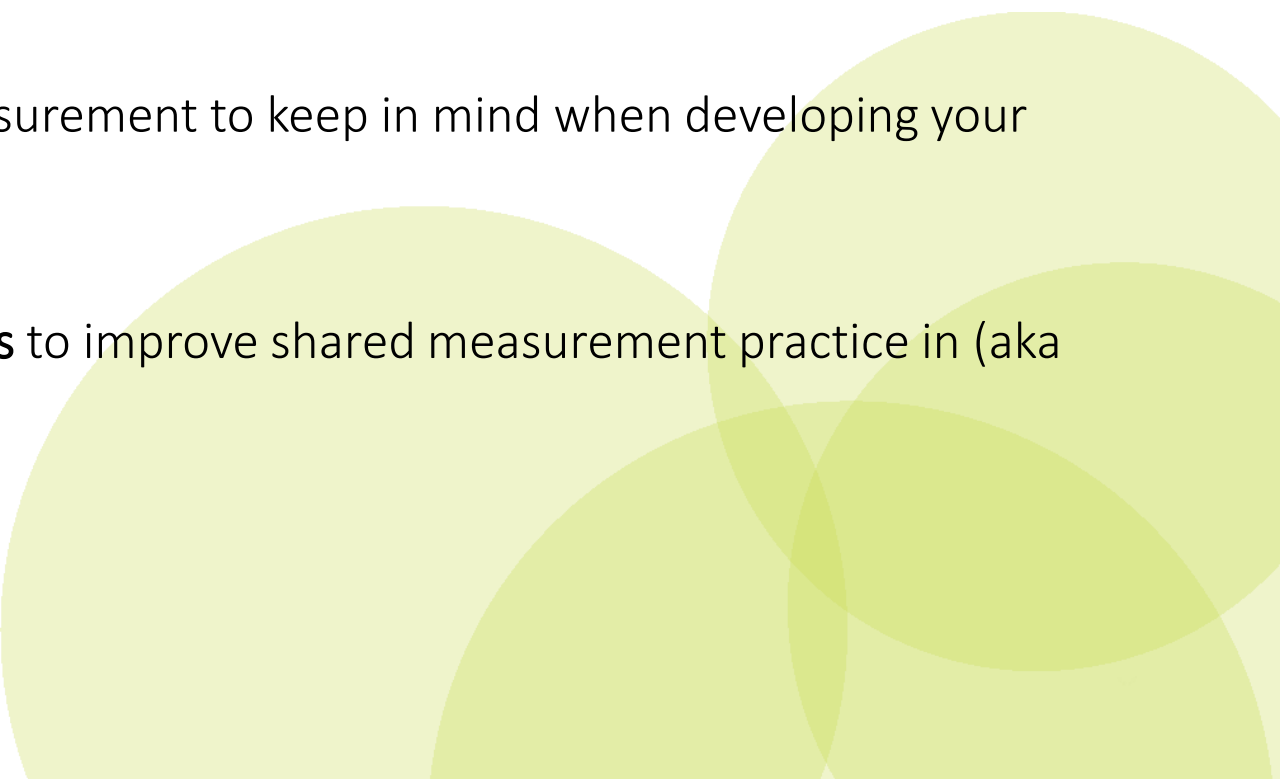# THE CIVIC CANOPY

COLLECTIVE IMPACT SUMMIT

Building a Culture of Collaboration

Strategic Learning

&

Shared Measurement

Four Ideas

1. The **Collective Impact** approach, which promotes shared measurement, is a very popular approach for moving the needle on complex issues.

2. There are now a growing number of **examples** of shared measurement, but the practice is still emerging.

3. There are some **useful lessons** on shared measurement to keep in mind when developing your own evaluation strategy.

4. There are at least three **"game changing" ideas** to improve shared measurement practice in (aka Shared Measurement 3.0).

#1
The **Collective Impact** approach is a very popular approach for moving the needle on complex issues

The Big Itch
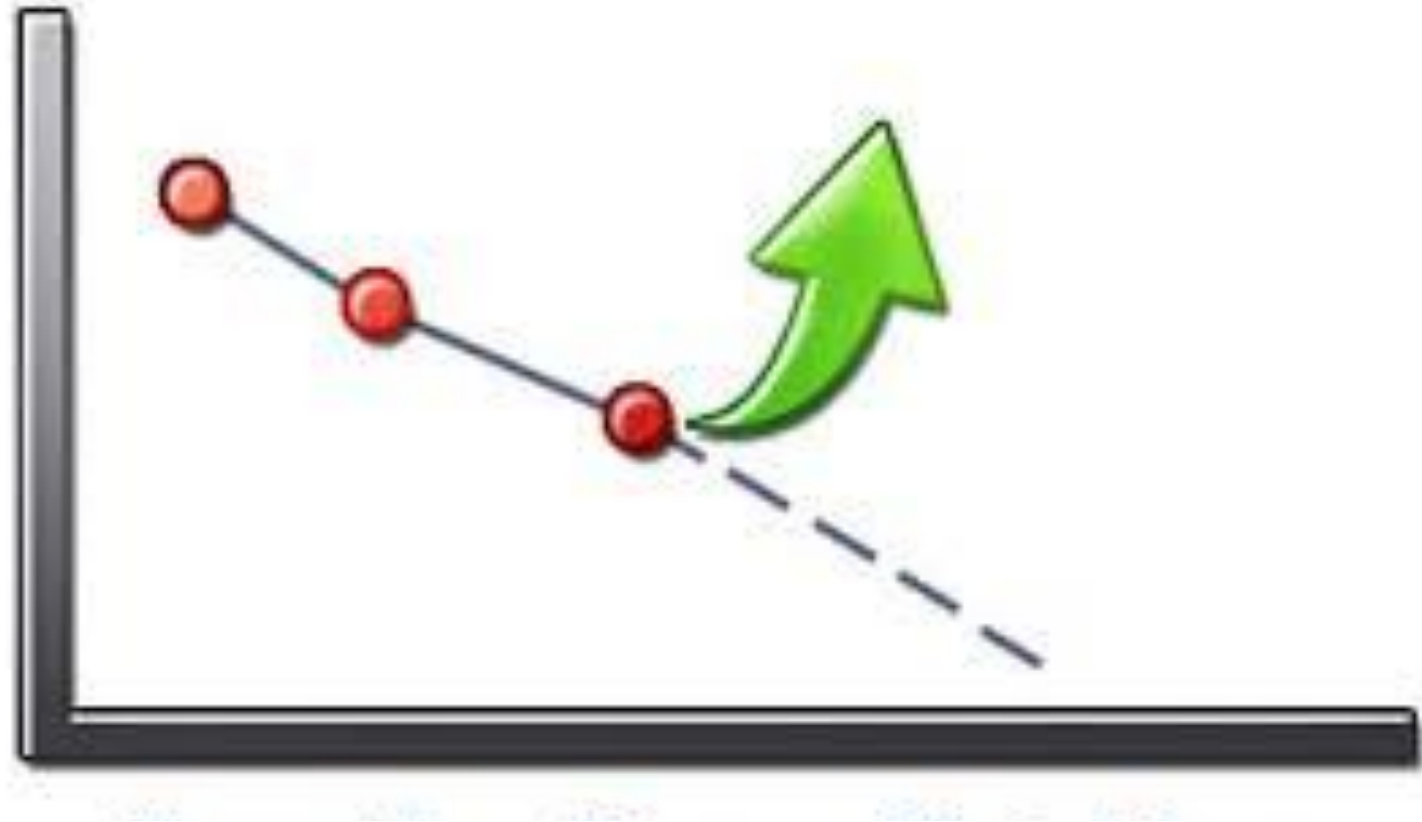
**The Urge to Turn the Curve on Population Level Outcomes**

Isolated Impact

- Funders select **individual grantees**

- Organizations **work separately**

- 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 non-profits.
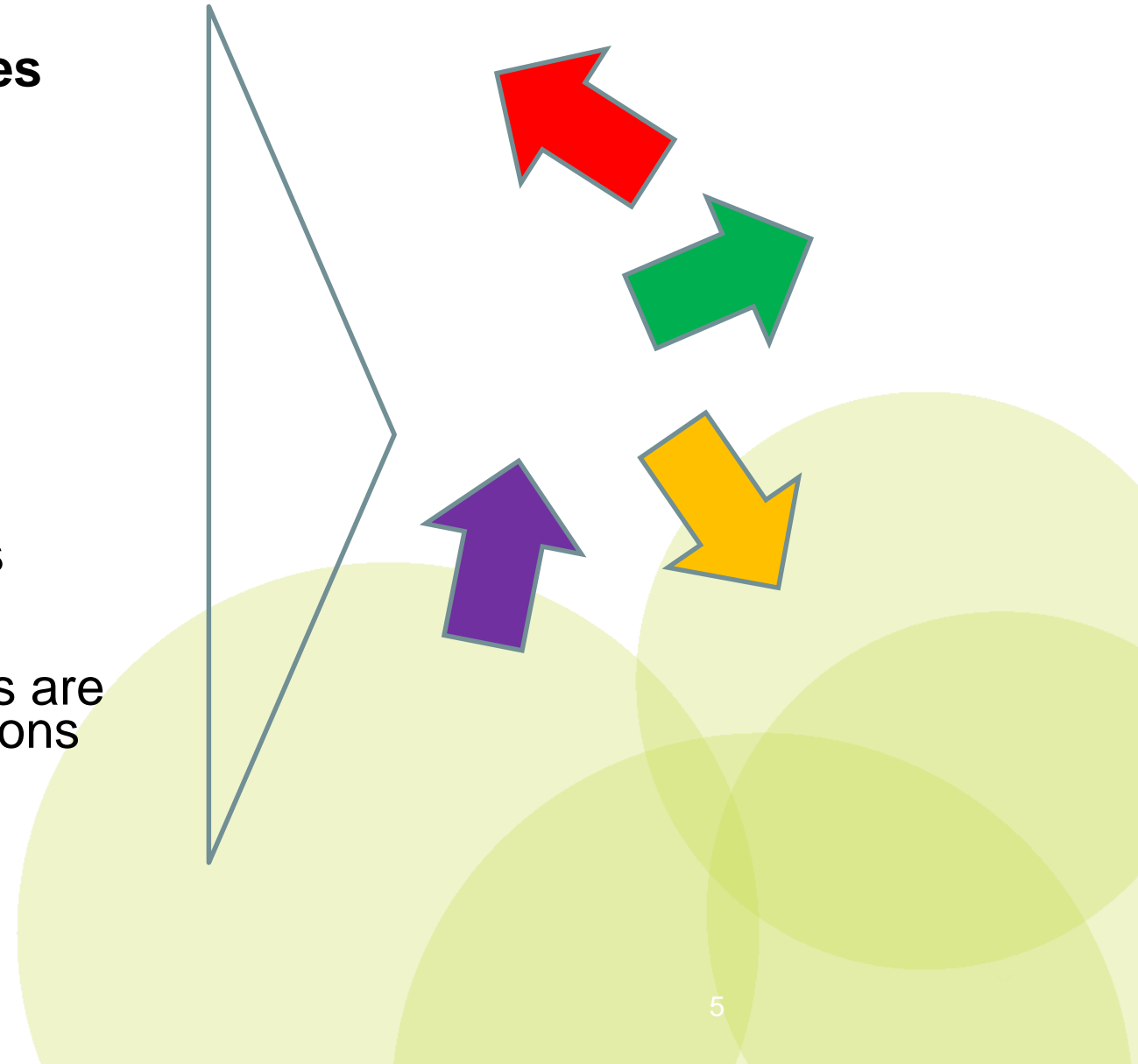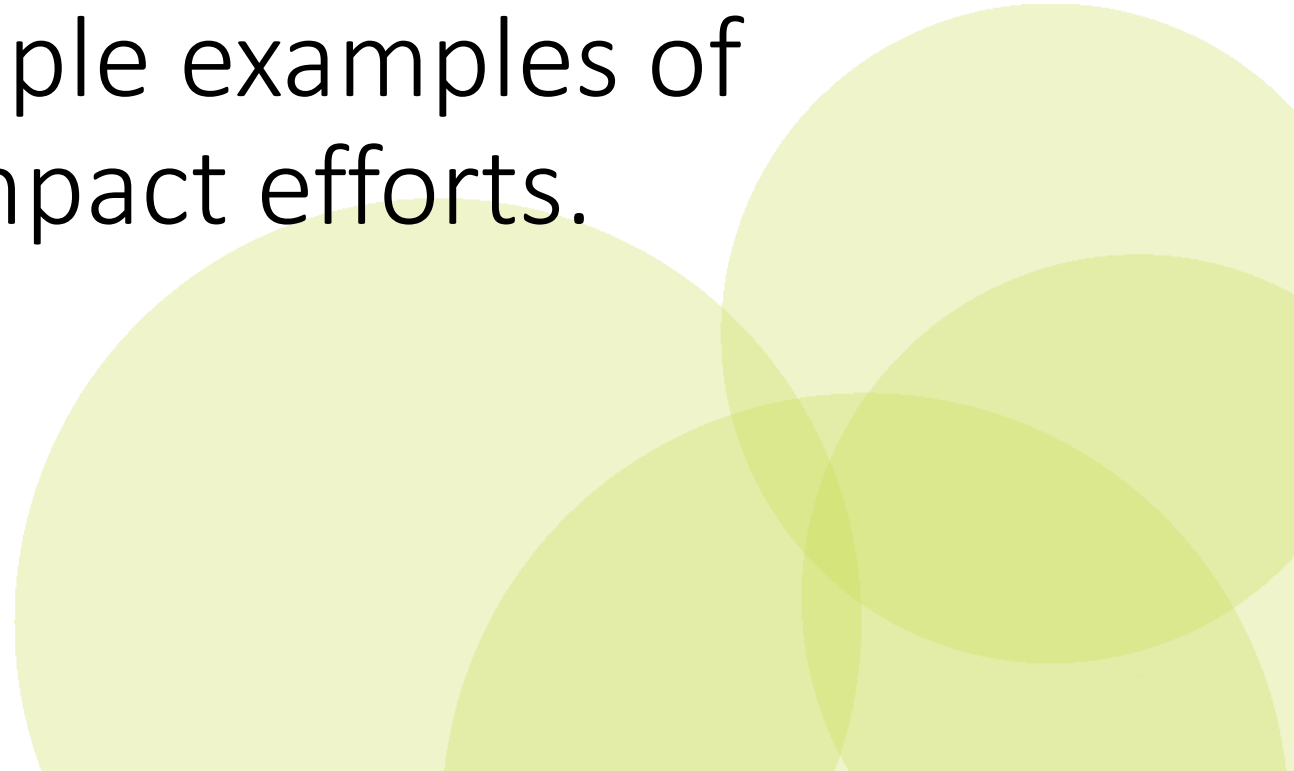
Collective Impact

- Funders understand that social problems – and their solutions – arise from multiple interacting factors

- Cross-sector alignment with government, nonprofit, philanthropic and corporate sectors as partners

- Organizations actively coordinating their actions and sharing lessons learned

- All working toward the same goal and measuring the same things
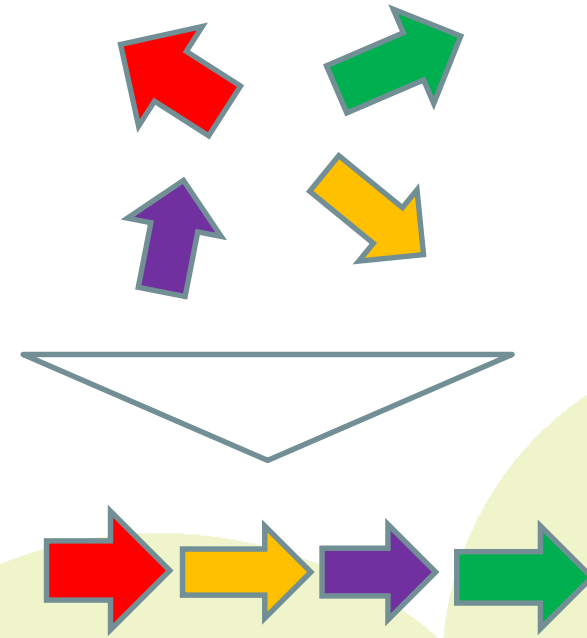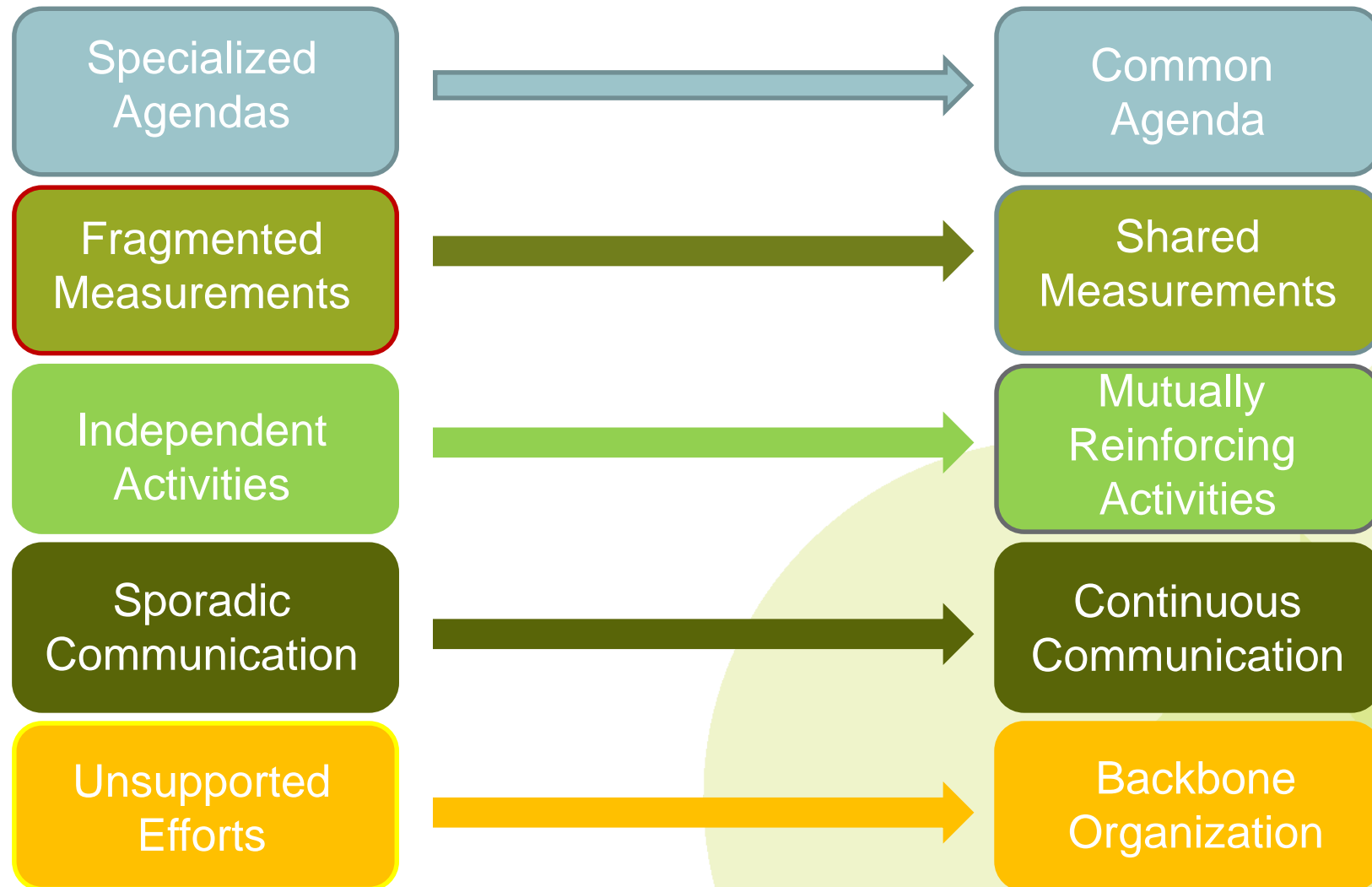
Collective Impact

#2
There are multiple examples of collective impact efforts.

Used for Many Complex Issues

Five Conditions for Collective Impact

Specialized Agendas	→ Common Agenda
Fragmented Measurements	→ Shared Measurements
Independent Activities	→ Mutually Reinforcing Activities
Sporadic Communication	→ Continuous Communication
Unsupported Efforts	→ Backbone Organization

What is shared measurement?

IS:

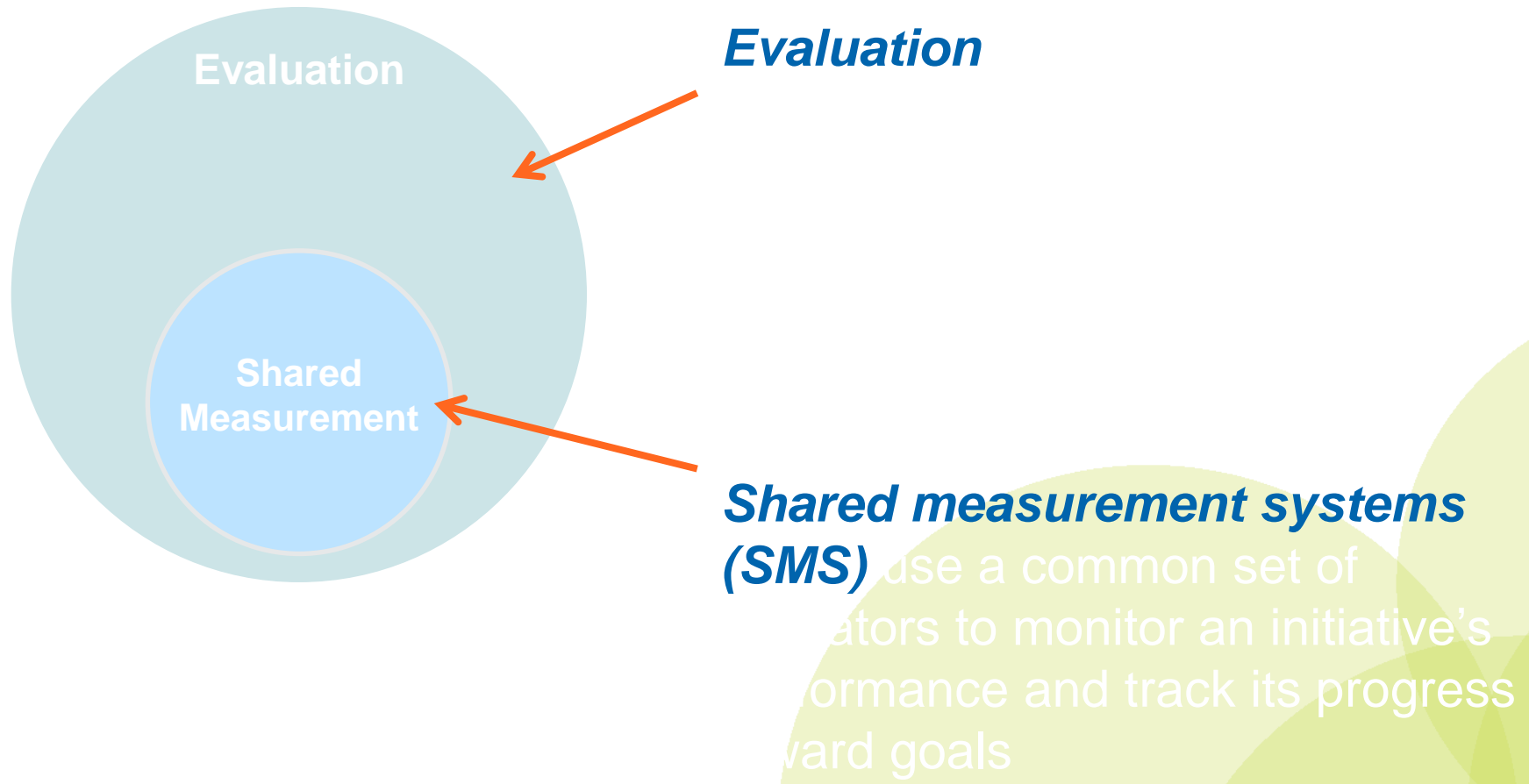**Common metrics that help us ask the questions:**

WHAT progress are we making?

HOW does this information help us make better decisions?

IS NOT:

- Meant to measure the impact of a single organization or intervention
- Simple data collection
- Focused only (or mostly) on programmatic measures
- Meant to be punitive
- Meant to foster competition
- A once-a-year report
- A retrospective evaluation

Shared measurement is different from but complementary to evaluation

Evaluation

Shared measurement systems (SMS) use a common set of indicators to monitor an initiative's performance and track its progress toward goals

Evaluation

Shared Measurement

Shared measurement can be both an <u>input</u> to evaluation (by providing data and/or shaping evaluation questions) and an <u>object</u> of evaluation

The Road Map Project in Seattle

"**The Road Map Project's goal is to <u>double the number of students</u> in South King County and South Seattle who <u>are on track to graduate from college or earn a career credential by 2020</u>.**

We are committed to nothing less than <u>closing the unacceptable achievement gaps </u>for low income students and children of color, and increasing achievement for all students from cradle to college and career."

Road Map Project Indicators

Healthy and ready for Kindergarten

Supported and successful in school

Graduate from high school – college and career-ready

Earn a college degree or career credential

- % of children **ready to succeed in school** by kindergarten

- % of students proficient in:
  - 3rd grade **reading**
  - 4th grade **math**
  - 5th grade **science**
  - 6th grade **reading**
  - 7th grade **math**
  - 8th grade **science**
- % of 9th graders triggering **Early Warning Indicator #1**
- % of 9th graders triggering **Early Warning Indicator #2**

- % of students who **graduate high school on-time**
- % of graduating high school students meeting minimum **requirements to apply to a Washington State 4-year college**
- % of students at community and technical colleges enrolling in **pre-college coursework**

- % of students who directly **enroll in postsecondary** education
- % of students **continuing past the first year** of postsecondary
- % students who earn a **post-secondary credential** by age 24

Why is shared measurement important in collective impact?

Benefits of Using Shared Measurement

- **Clarity of Focus**

- **Tracking Progress Toward a Shared Goal**

- **Enabling Coordination and Collaboration**

- **Improved Data Quality**

- **Continuous Learning and Course Correction**

- **Catalyzing Action**

Key challenges in developing shared measures

Difficulty in **coming to agreement** on common outcomes and indicators

Concerns about **relative performance / comparative measurement** across providers

Limited capacity (time and skill) for measurement and data analysis within participating organizations
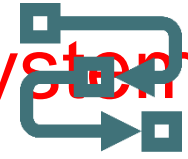
Alignment among funders to ask for the common measures as part of their reporting requirements

Time and cost of developing and maintaining a system, both for human capital and technology

Design

Develop

Deploy
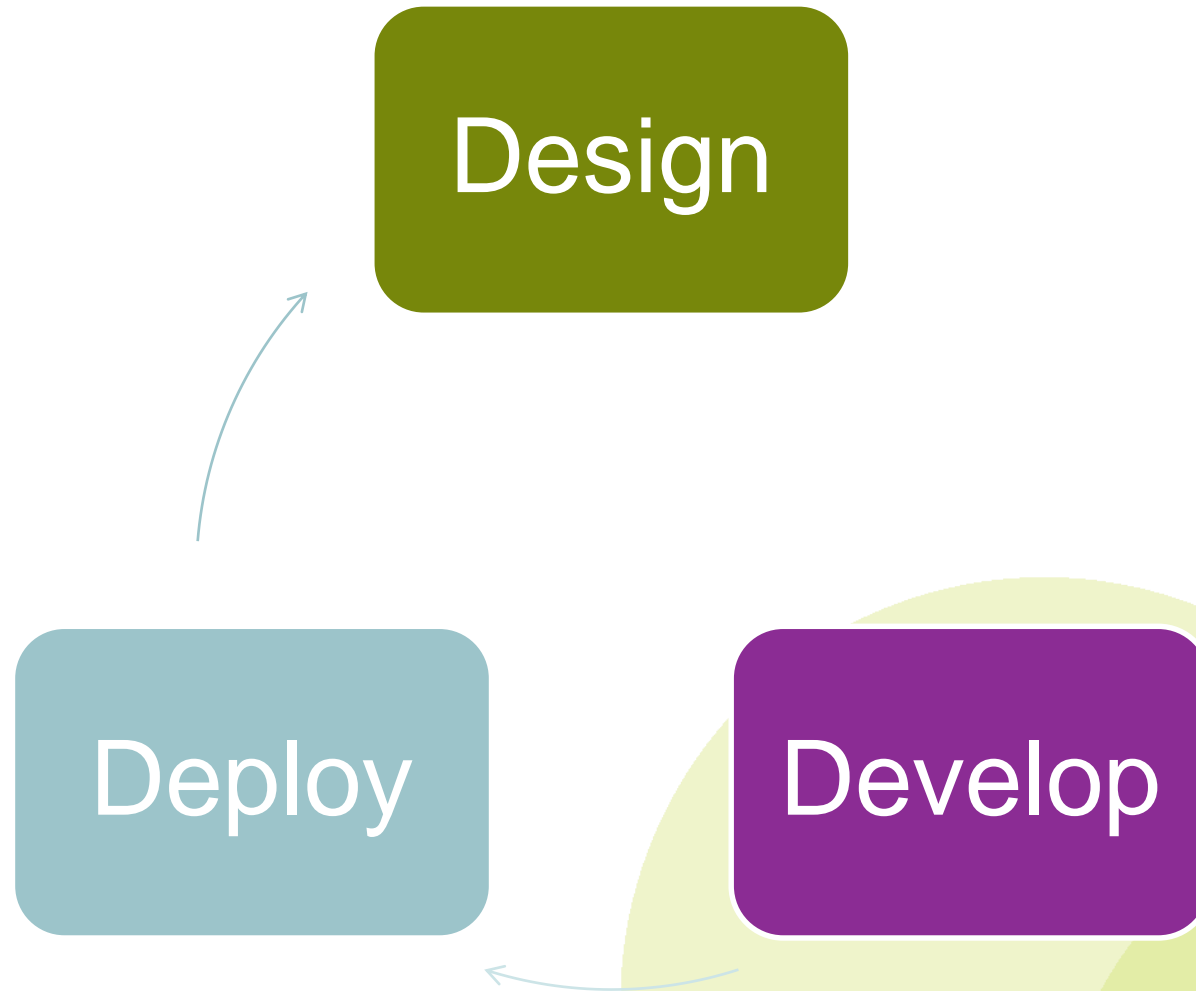
The Road Map Project - Seattle

The "Road Map Project" is a new collective impact initiative aimed at getting dramatic improvement in student achievement – cradle through college/career in South Seattle and South King County.

| Healthy and ready for Kindergarten | Supported and successful in school | Graduate from high school-college and career ready | Earn a college degree or career credential |

Work groups used a multi-step process to identify, vet, and refine indicators

Develop Work Groups

- **Four work groups** formed in early learning, K-12 / in-school, K-12 / out-of-school, post-secondary)
- Groups were charged with **identifying indicators of student success** for their part of the cradle-to-college continuum

Identify Indicators

- Each group used **criteria** to identify and prioritize indicators
- Work group chairs met to **calibrate indicators** across cradle-to-college continuum
- **Short-list** of top-level indicators were selected to set time-bound targets
- Additional **supporting indicators** are also tracked over time

Track Progress and Refine over Time

- The Road Map backbone (CCER) issues **baseline and annual reports** to track progress on all indicators where data is available
- A team of data experts **advises on indicators** over time so the list can evolve as warranted

Work groups used criteria to select indicators

THE ROAD MAP PROJECT
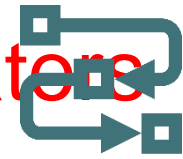
Indicator Criteria

- **Valid measure** linked to ultimate goal and/or sub-goals

- Easily **understandable** to local stakeholders

- Produced by **trusted source**

- **Comparable** across school districts

- **Affordable** to gather and report

- **Available** consistently over time, be recent, and easily disaggregated by geography

- Able to be **disaggregated** by ethnicity, SES, ELL, and gender

- Trend data should be provided over at least 3-year period

- Each indicator should be able to be influenced to significant degree by **local action**, and be useful in daily work of working groups

Road Map Project baseline report
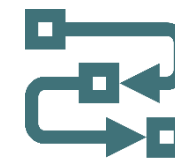
**Exhibit 7: Kindergarten Students Attending Full-Day Kindergarten**

Road Map Region	Kent	Tukwila	South Seattle	Federal Way	Highline	Renton	Auburn
72%	100%	100%	97%	70%	51%	41%	34%
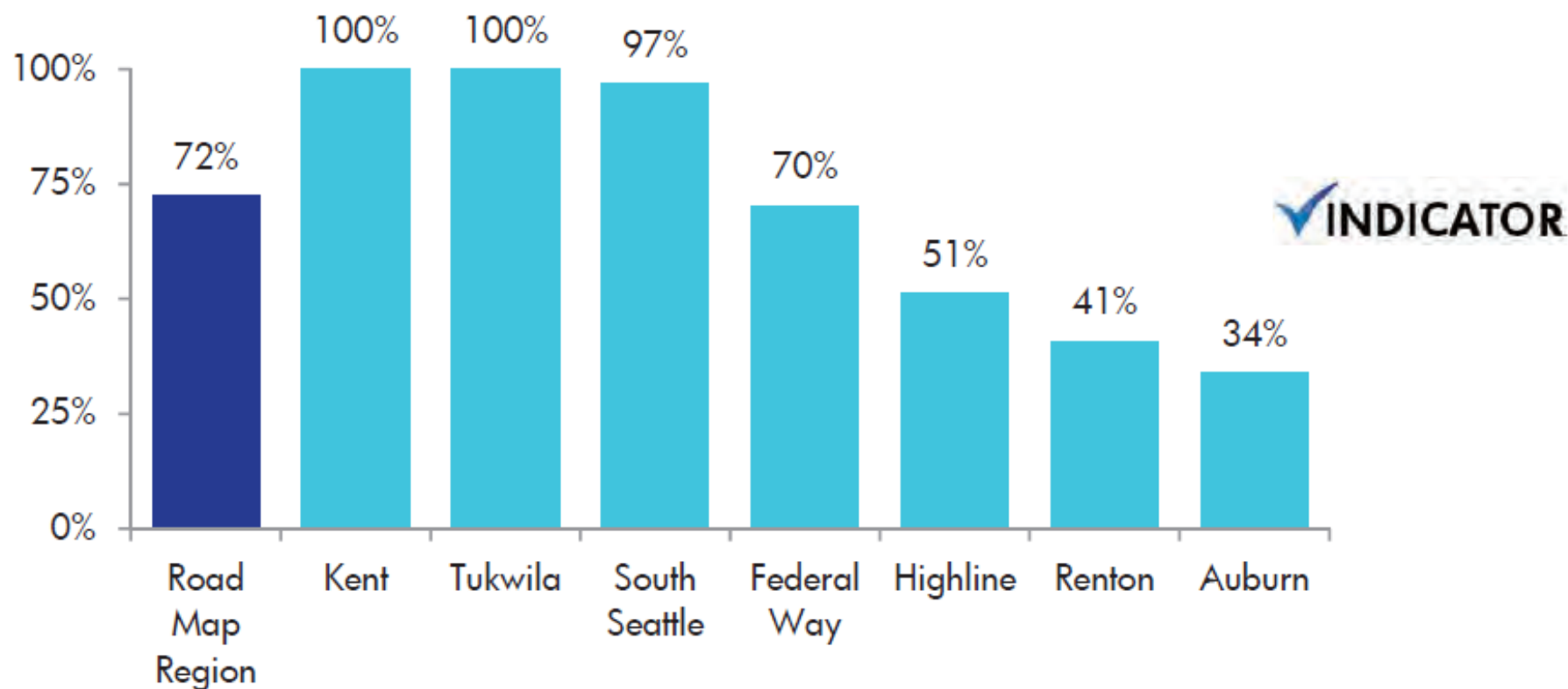
Source: Districts and OSPI, 2009-2010

Road Map Project annual report
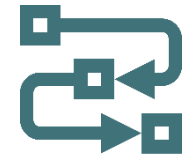
	2009–10 RATE	TREND	2012–13 RATE	CHANGE SINCE BASELINE	ON TRACK TO 2020 TARGET
All Students	66%		69%	↑	✗
Auburn	74%		81%	↑	✓
Federal Way	72%		67%	↓	✗
Highline	61%		58%	↓	✗
Kent	64%		69%	↑	✗
Renton	70%		74%	↑	✗
South Seattle	61%		67%	↑	✗
Tukwila	55%		67%	↑	✓

Steps in the design phase
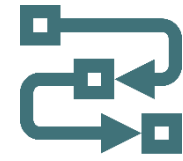
1. **Define Common Agenda**

2. **Set Criteria**

3. **Establish Governance and Build Working Groups**

4. **Conduct Due Diligence – leverage what is already being measured**

5. **Select Metrics – no more than 10-15!**

6. **Vet With and Engage Stakeholders**

Magnolia Place Community Initiative - Los Angeles
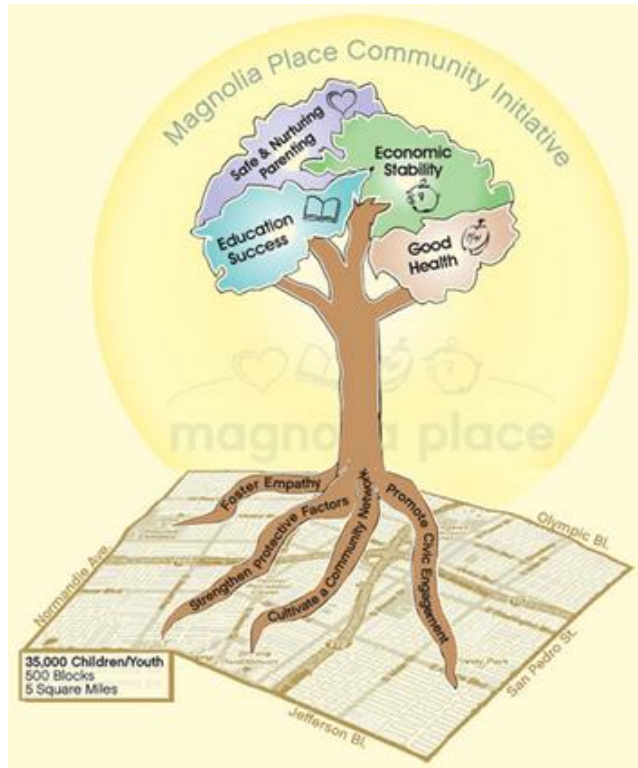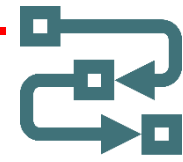
Vision

Everyone in the Magnolia Place community works together to ensure they and their neighbors live well and prosper

Mission

Unite the County, City, and Community to strengthen individual, family and neighborhood protective factors by increasing social connectedness, community mobilization, and access to needed supports and services.
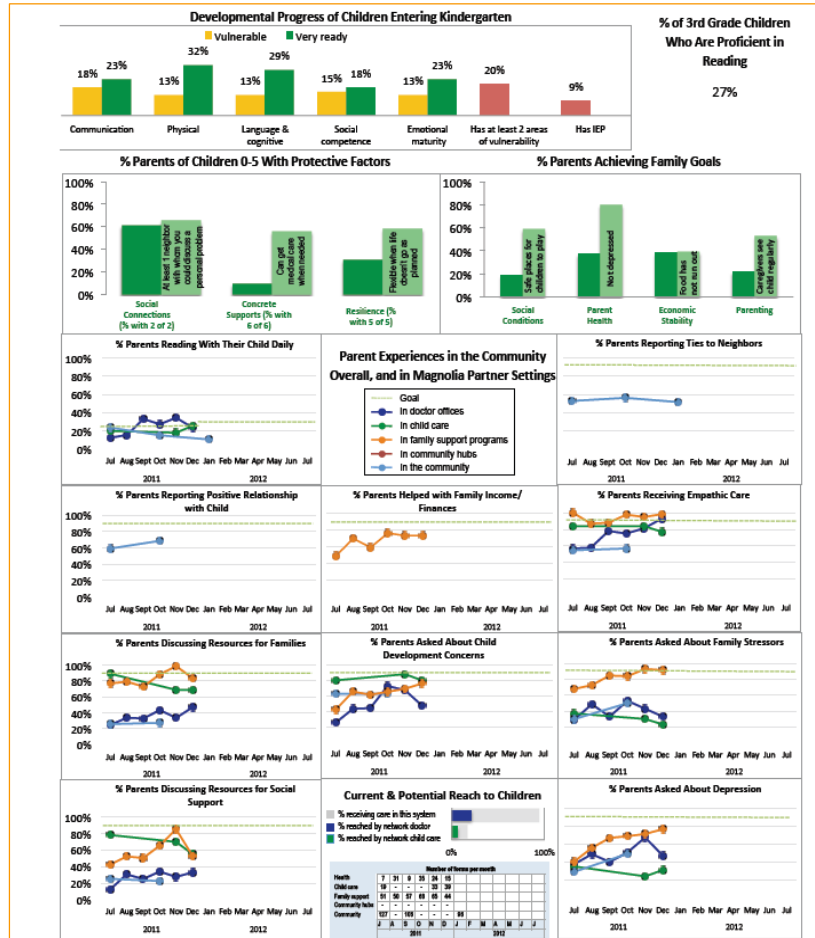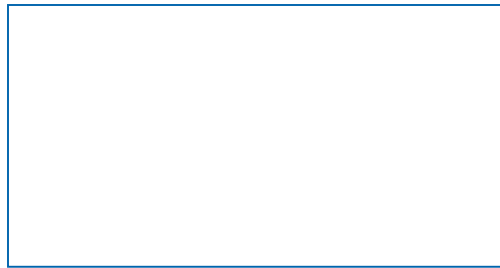
Implementation

"Community Level Change Model" to build resilience at individual, family, and social levels

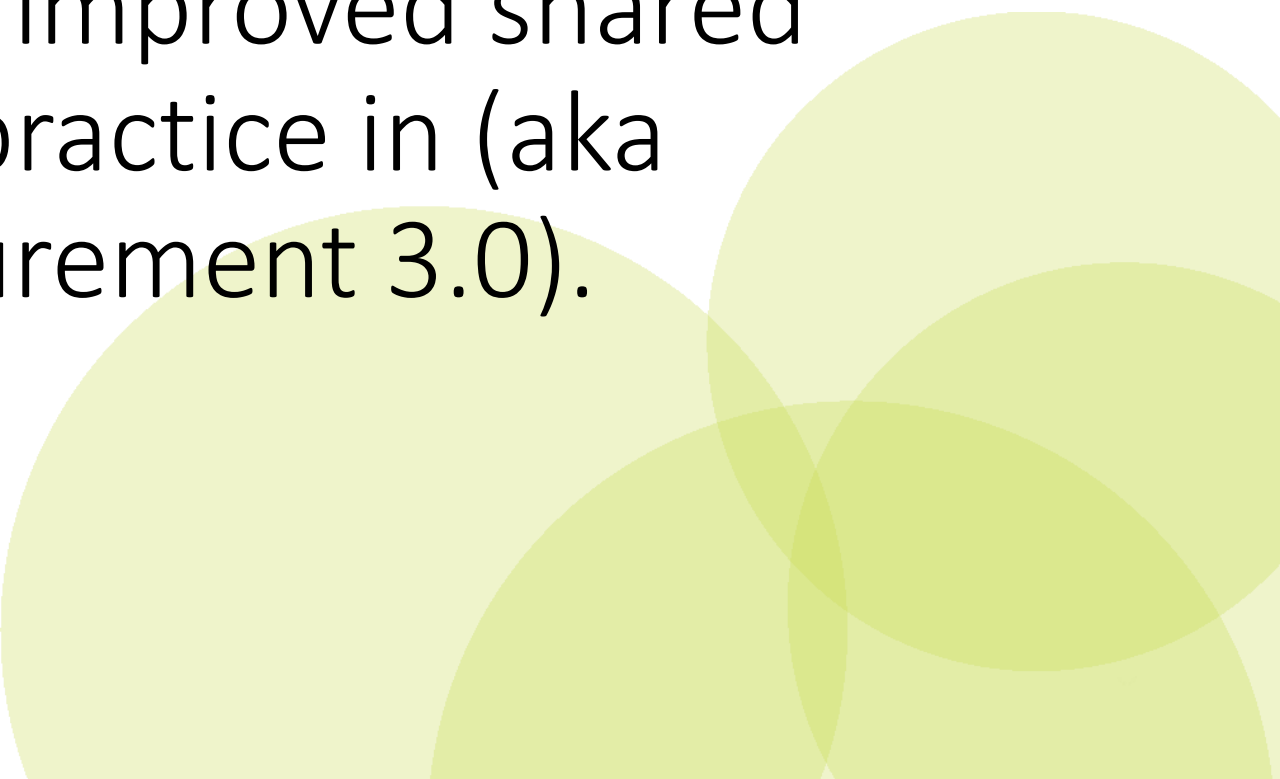# Magnolia place developed a dashboard to facilitate learning
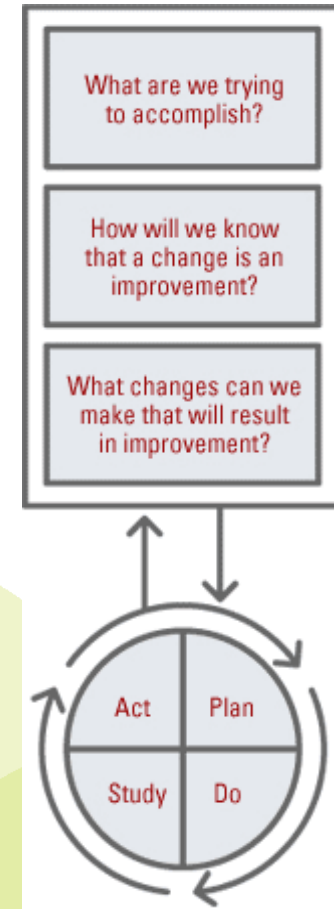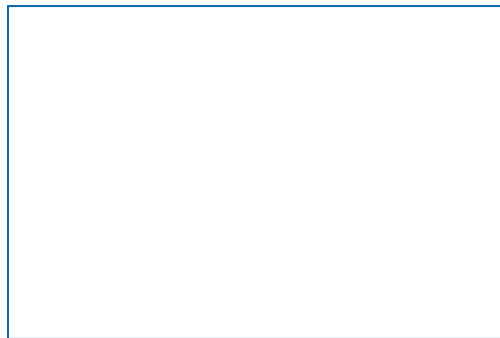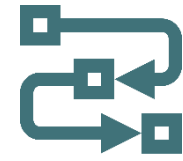
Steps for learning

1. Form Teams for Learning

2. Review Data Being Tracked

3. Discuss Challenges and Successes of Work

4. Identify Areas for Improvement / Testing in Work

5. Test Changes in Implementing Activities

6. Implement Changes More Broadly

7. Spread Changes Across the Initiative

Key Takeaways

- Start measuring now - don't let perfect be the enemy of the good

- Provide sufficient financial and logistical support for shared measurement and evaluation – it's worth it!

- Technology is secondary

- Be inclusive – the process of getting a broad set of partners to jointly identify shared measures is as important as the measures themselves

- Shared measurement alone is not sufficient – be intentional about continuous learning, and improving the system itself

#4

There are at least **five** game changing ideas for improved shared measurement practice in (aka Shared Measurement 3.0).

Idea #1:
Embed Shared Measurement Within Strategic Learning Process
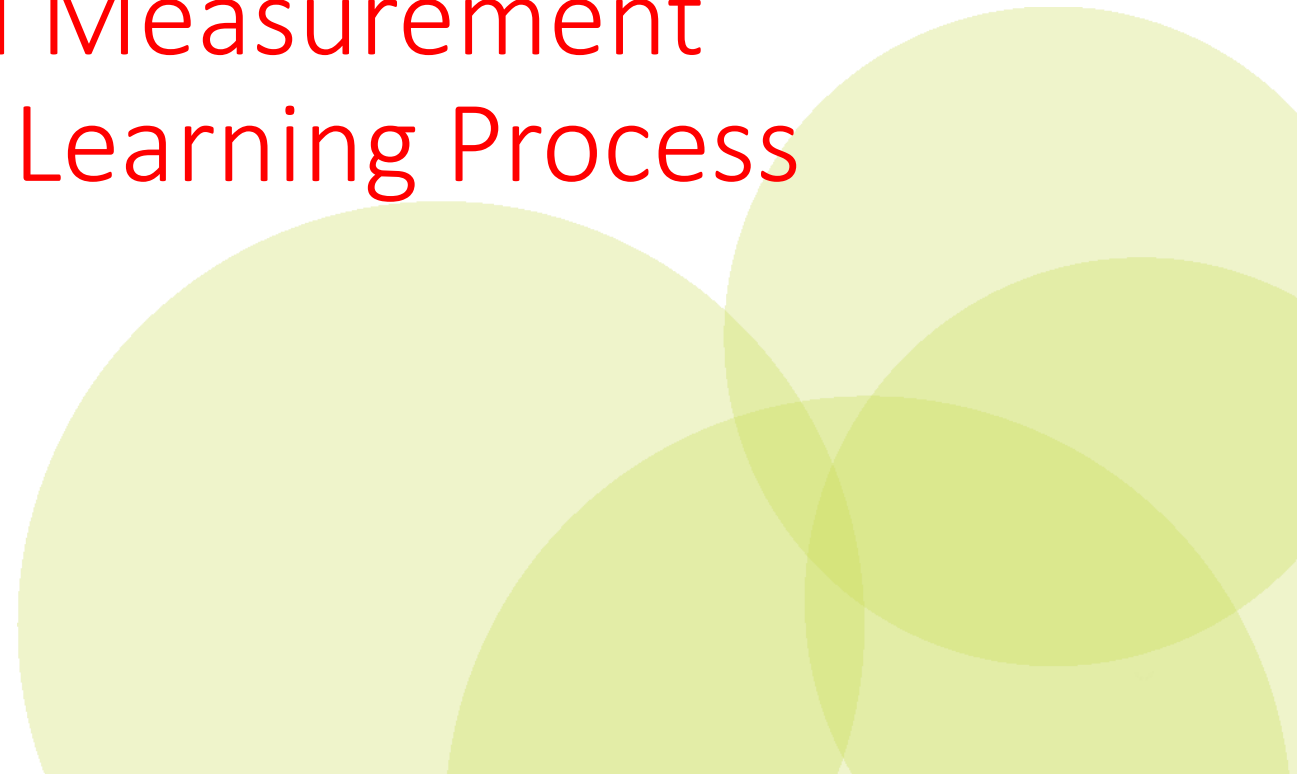
A Tale of Two Automotive Companies

GM: Data Heavy, Learning Light
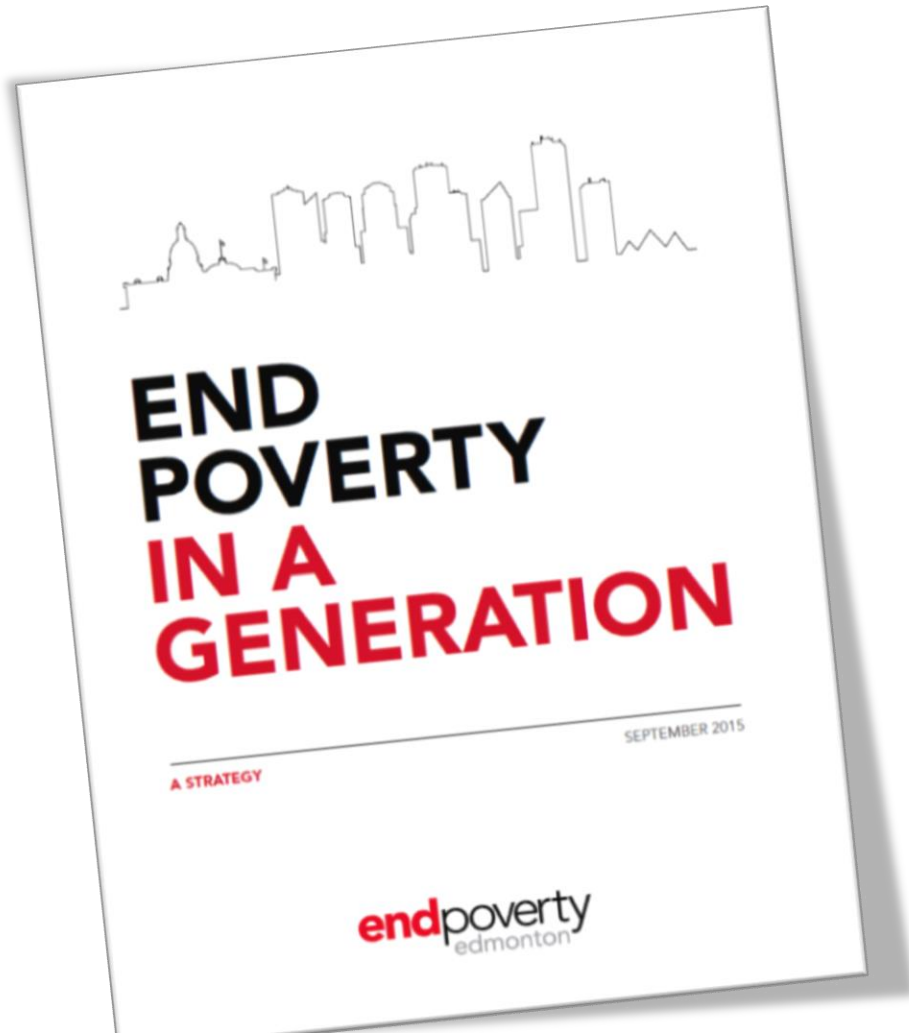
Toyota: Learning Heavy, Data Light
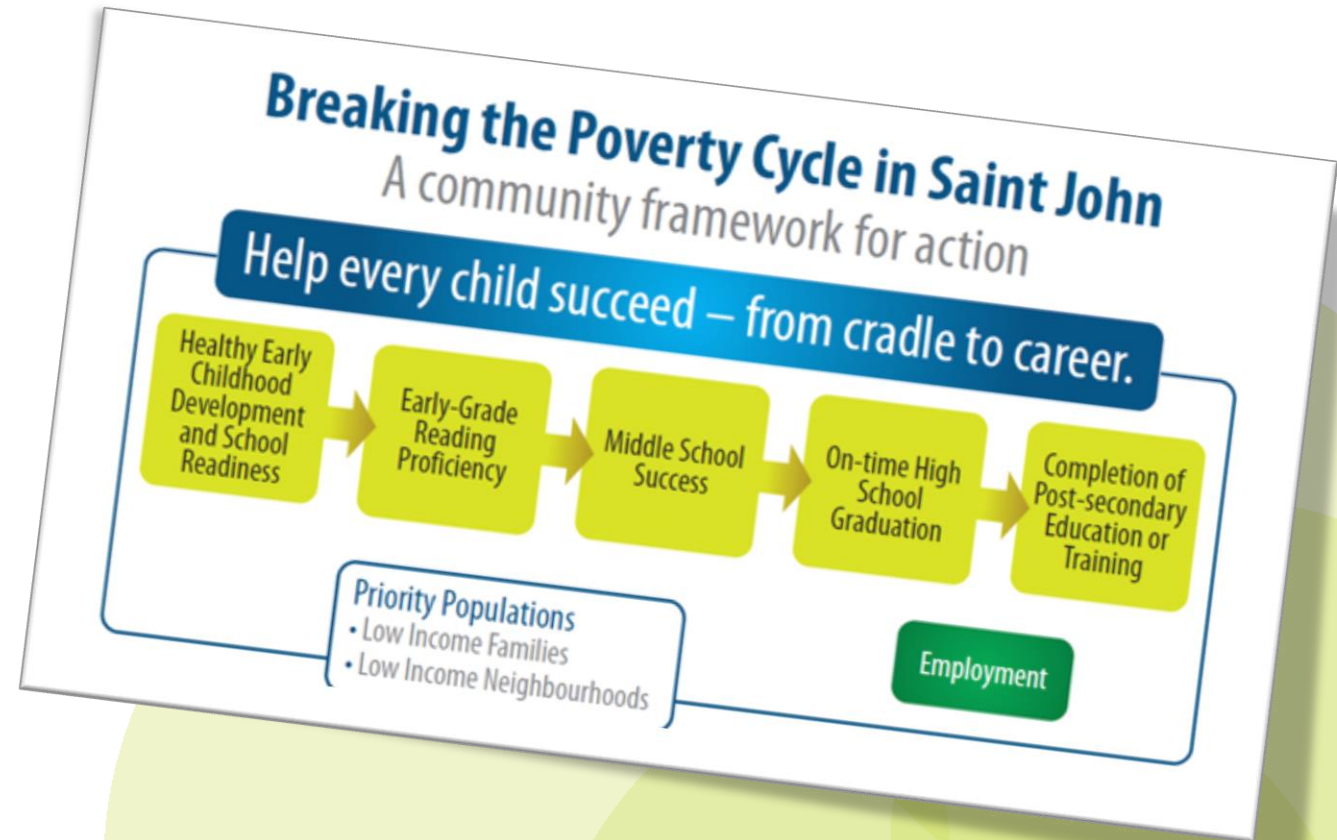
Strategic Learning Framework

Evaluation Vision	Strategy and Focus	Monitoring and Evaluation Activities	Supportive Environment	
Developing an Evaluation Vision Principles and Values, Stakeholders	Strategies and Tactics Systems Map and Theory of Change Strategic Evaluation Questions	Outcome Maps and Indicators Grantee Reporting and Evaluation Capacity Program, Initiative, and Organization-Focused Evaluations Communicating and Using Evaluation Findings	Leadership Human Resources Financial Resources IT and Knowledge Management Systems	Learning Culture and Practices

A Tale of Two Automotive Companies

Vibrant Communities Edmonton
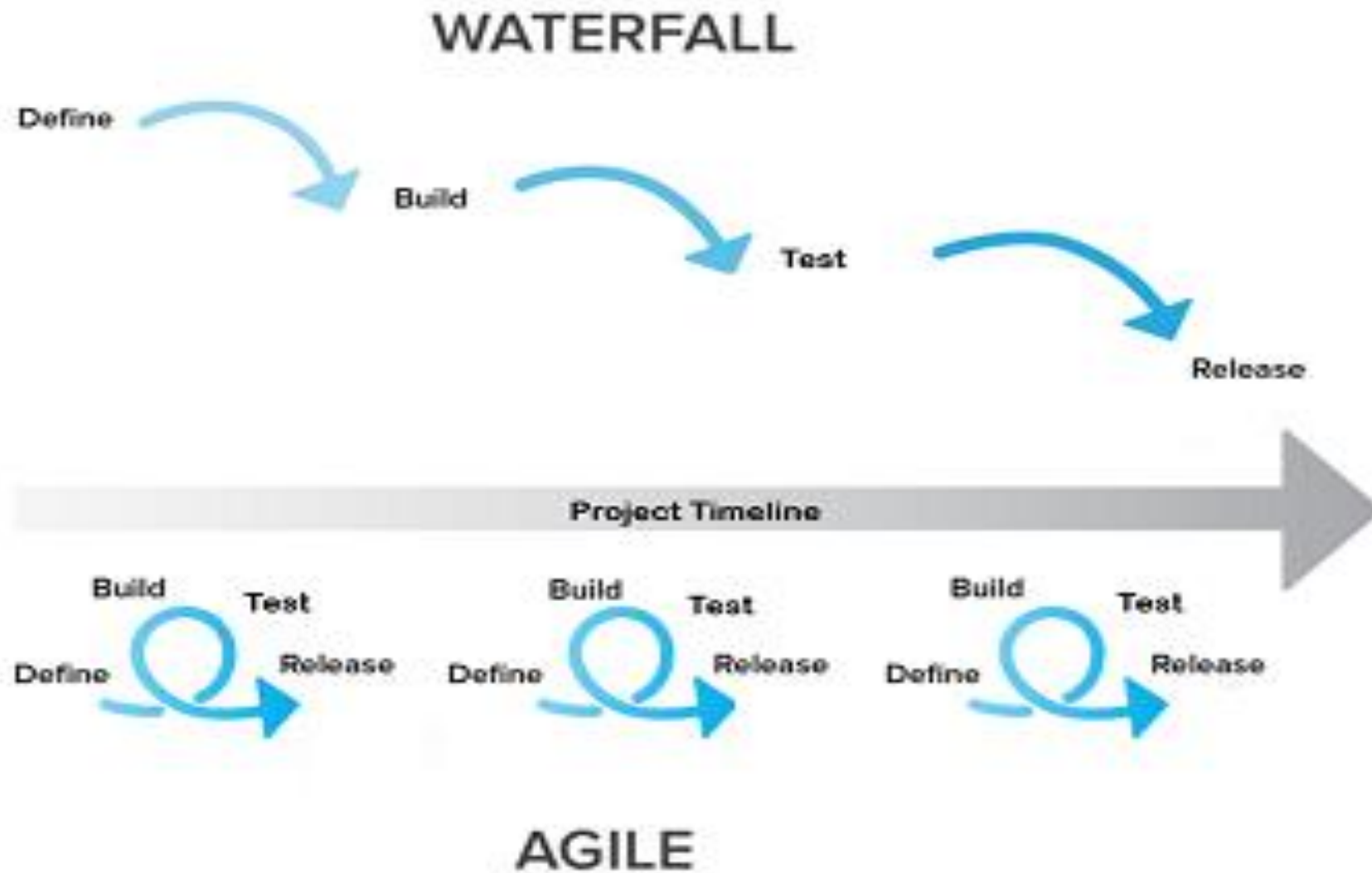
Vibrant Saint John

Big Idea #2:
Employ an Agile – rather than Waterfall – Development Process
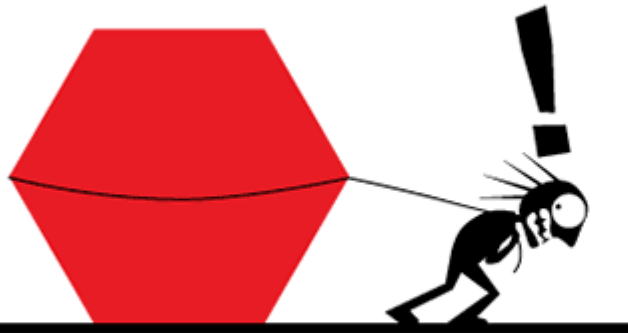
The Conventional Approach: Waterfall

The Agile Process
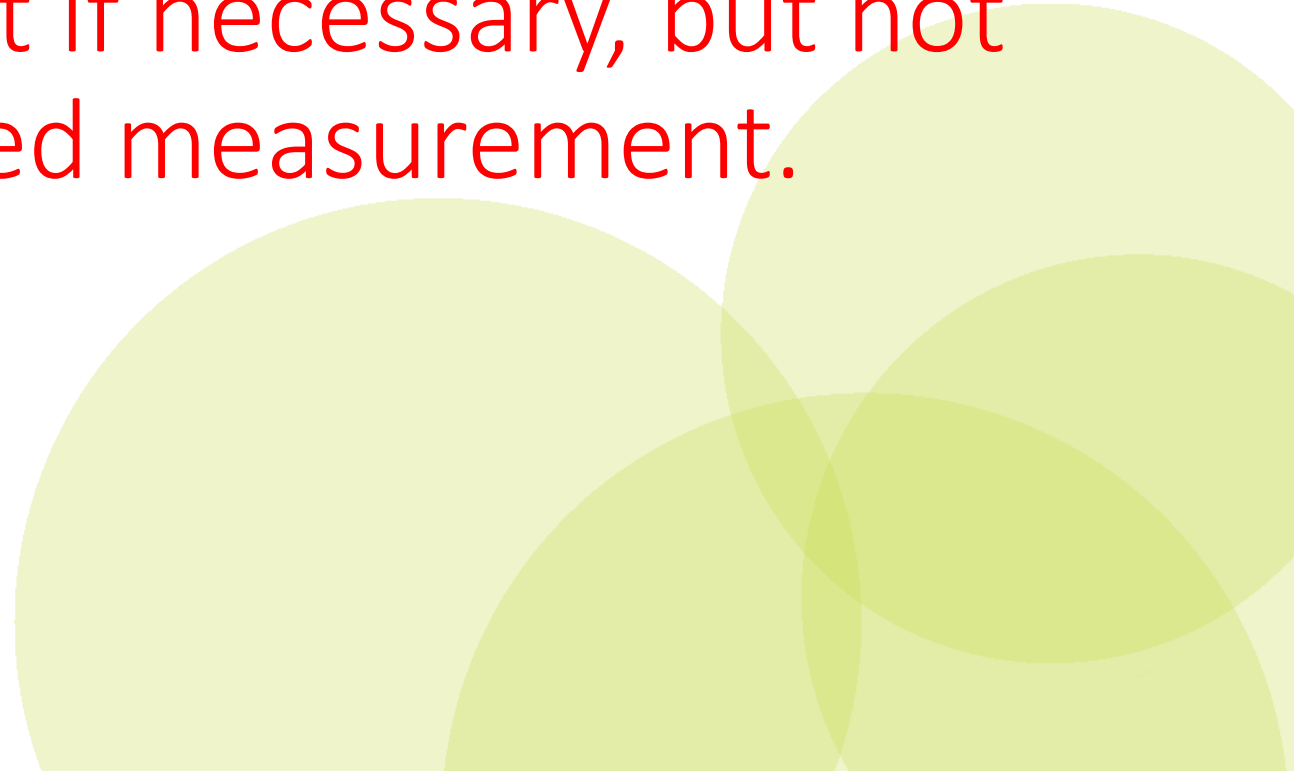
Better Managability

Better Results
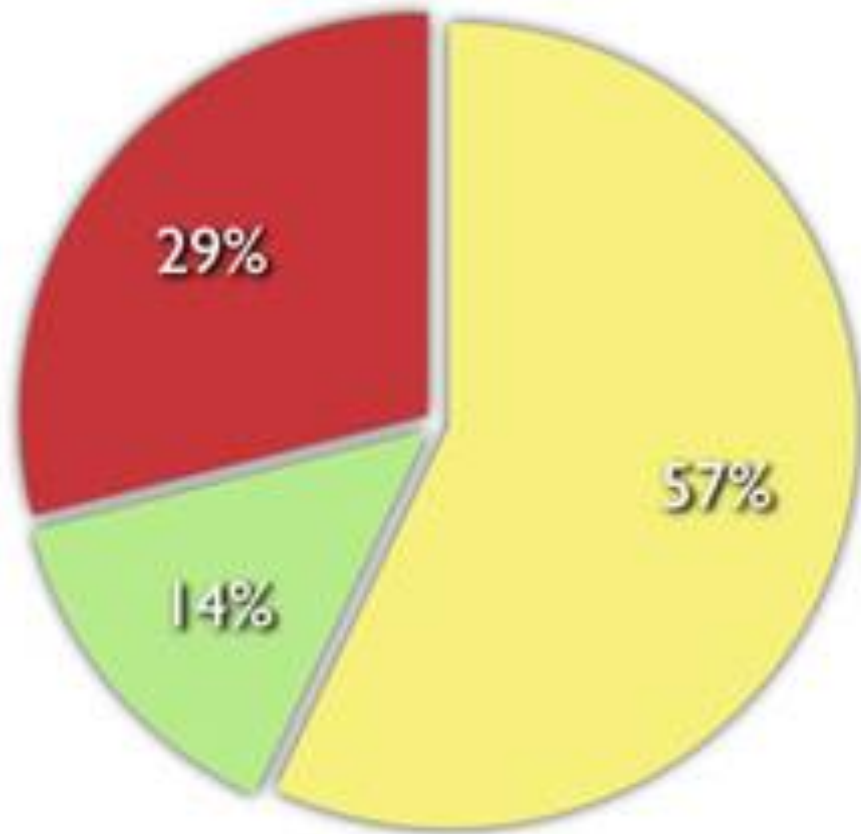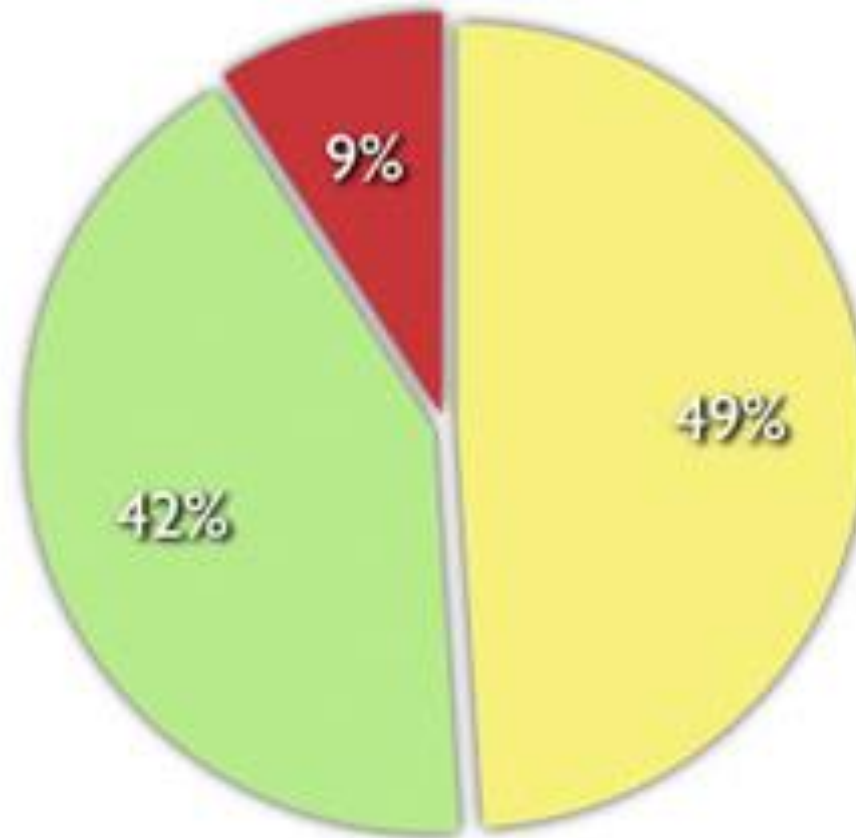
Source: The CHAOS Manifesto, The Standish Group, 2012.

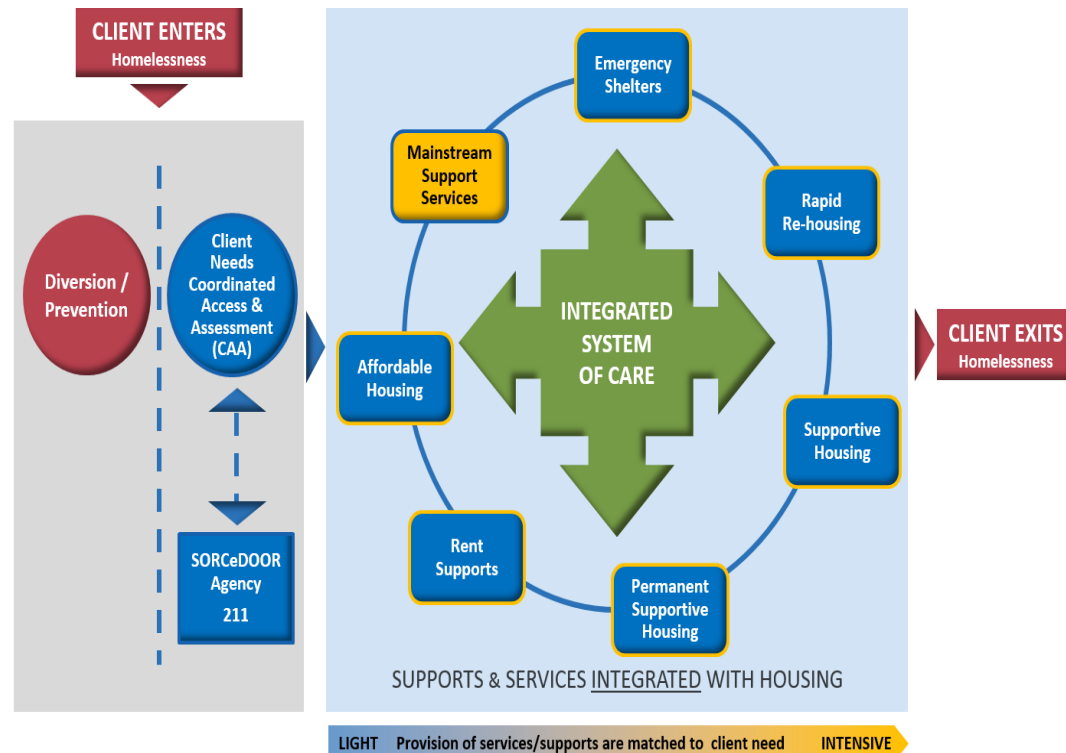# The 24/7 Crisis Diversion Collaboration (Edmonton, Canada)

Idea #3
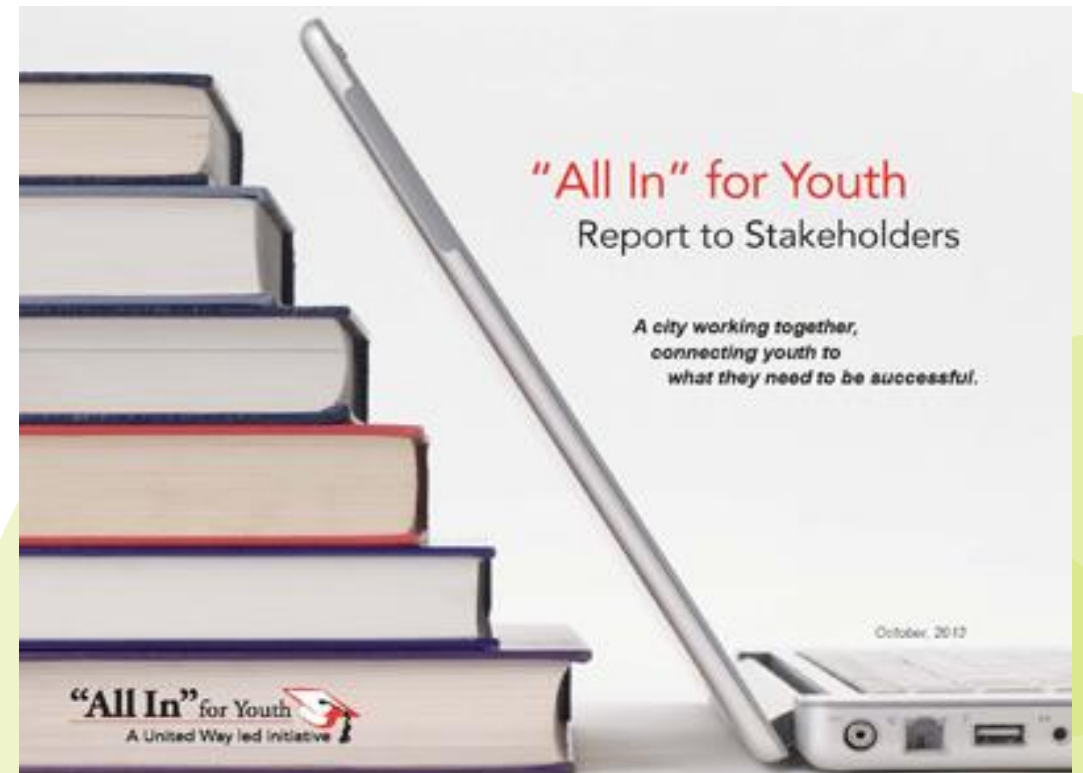Shared measurement if necessary, but not necessarily shared measurement.

Shared Measurement is a Niche Practice

Calgary Homelessness Information System

"Other City's" All in For Youth Strategy

Idea #4
Work Upstream & Downstream

Work with Upstream Systems That Contribute to Downstream Fragmentation
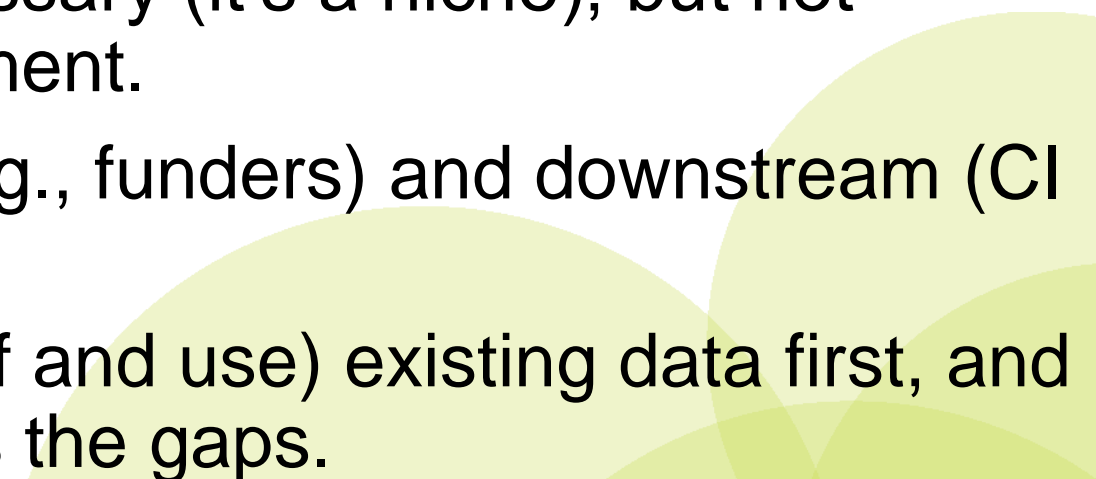
Idea #5
Build on (and Use) Existing Shared Measures First, Then Expand to New Ones

Work with Upstream Systems That Contribute to Downstream Fragmentation

The Five Shifts

1. Embed shared measurement within strategic learning.

2. Employ an agile approach to design.

3. Shared measurement if necessary (it's a niche), but not necessarily shared measurement.

4. Weave together upstream (e.g., funders) and downstream (CI participants).

5. Start with (and make sense of and use) existing data first, and build new systems to address the gaps.

1. What is **your level of support** for using shared measurement in your work?

1	2	3	4	5
Hate it	Don't Like It	Unsure	Like it.	Love it.

2. What **questions** emerge for you about how you might employ this approach in your work?

3. What else do we need to address in order to make sure that shared measurement is useful in community change efforts?

Questions?

Thank You!

Please share your feedback with us at tamarack@tamarackcommunity.ca