The Stakeholder Engagement Process

1. GET THE SYSTEM IN THE ROOM
   - The Compelling Challenge
     - Has the group articulated a common challenge that it wants to work on together?
   - The Engagement Process
     - Has the group defined a collaborative process for engagement to address the challenge?
   - The Guiding Team
     - Is there a guiding team who wants to take responsibility for the success of the whole system? Have the key roles been defined and filled: co-convening leadership, key stakeholders, content experts, process facilitator(s)?
   - The Key Stakeholders
     - Have the key stakeholders been identified? Have the key relationships been mapped out and made visible to all stakeholders? Is there a strategy for levels of engagement?
   - The Shared Outcomes
     - Have the stakeholders defined the shared outcomes they expect to achieve and the strengths and capacities they bring to the table?
   - The Information and Data
     - Has the group gathered and shared information and data about the challenge? Do they have a shared understanding about the information?
   - The Current State
     - Has the group assessed the current landscape of the existing work underway and created a picture of the system as it is today—the “system on a page”?

2. HELP PEOPLE SEE THE SYSTEM
   - The Beliefs
   - The Behaviors
   - The Collaborative Structures
   - The Common Agenda

3. CO-CREATE SOLUTIONS TOGETHER
   - Mutually Reinforcing Actions
     - Is there a portfolio of projects that offer a combination of substantive short-term wins, as well as more ambitious, long-term systemic strategies that may not show impact for several years?
   - Co-Creating the Future
     - Has the group identified and prioritized a few high-level things they could do together that no single organization could do alone?
   - What’s Already Working
     - Has the group determined what’s already working well in the system that could be scaled up, connected, coordinated, and aligned?

4. REDESIGN THE SYSTEM
   - Disciplined continuous improvement
   - Conduct a project with deliverables and metrics
   - Identify and prioritize catalytic projects
   - Create a current and future state picture
   - Gather and understand the data
   - Identify the right people who want to address the issue
   - Start here: Identify a key community issue
Collaborative Process Design
The Stakeholder Engagement Process

**REDESIGN THE SYSTEM**

**How** could we coordinate and align ourselves and our work to achieve better outcomes? How is success being measured? How can we build our collective capacity so our collaboration becomes not more work, but the work?

**WHAT**

- Create a current and future state picture
- Gather and understand the data
- Identify and prioritize catalytic projects
- Conduct a project with deliverables and metrics

**HOW**

- Disciplined continuous improvement
- Focus on the system
- Identify the right people who want to address the issue
- Establish and build trusting relationships

**WHO**

START HERE: Identify a key community issue

**WHY**

- Why are we working together and why is the challenge worth addressing? Why is the system currently producing the outcomes that it is?
- Who wants to take responsibility for the success of the whole system? Whose eyes do we need to get on the challenge? Who needs to be engaged to get a strategic microcosm of “the system in the room?”

**BEHAVIORS**

**SHIFT THE COLLECTIVE FOCUS FROM PROBLEM-SOLVING TO CO-CREATION**

- What are the high-level things we could do together that no one organization could do alone? What do we want to co-create together?

**GET THE SYSTEM IN THE ROOM**

- Shared Understanding
- Shared Commitment

- GET THE SYSTEM IN THE ROOM
- HELP PEOPLE SEE THE SYSTEM
- BELIEFS

- Focus on the system
- Identify the right people who want to address the issue
- Establish and build trusting relationships
- Identify the right people who want to address the issue

**Shared Commitment**

**GET THE SYSTEM IN THE ROOM**

- Why are we working together and why is the challenge worth addressing? Why is the system currently producing the outcomes that it is?
- Who wants to take responsibility for the success of the whole system? Whose eyes do we need to get on the challenge? Who needs to be engaged to get a strategic microcosm of “the system in the room?”

**BELIEFS**

- What are the high-level things we could do together that no one organization could do alone? What do we want to co-create together?

**WHAT**

- Create a current and future state picture
- Gather and understand the data
- Identify and prioritize catalytic projects
- Conduct a project with deliverables and metrics

**HOW**

- Disciplined continuous improvement
- Focus on the system
- Identify the right people who want to address the issue
- Establish and build trusting relationships

**WHO**

START HERE: Identify a key community issue

**WHY**

- Why are we working together and why is the challenge worth addressing? Why is the system currently producing the outcomes that it is?
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- Who wants to take responsibility for the success of the whole system? Whose eyes do we need to get on the challenge? Who needs to be engaged to get a strategic microcosm of “the system in the room?”

**BELIEFS**

- What are the high-level things we could do together that no one organization could do alone? What do we want to co-create together?
A series of agreements that follow a pattern...

Agreement to work together to address a common challenge

Agreement on how to work together

Agreement on the outcomes and scope of the work

Agreement on a shared understanding of the information

Agreement on the definition of the problem

Agreement of the solutions to the problem

Agreement on the action steps for the solutions

Agreement to improve upon the process and the work

Who

Why

What

How

The Stakeholder Engagement Process

START HERE: Identify a key community issue

- Establish and build trusting relationships
- Identify the right people who want to address the issue
- Conduct a project with deliverables and metrics
- Focus on the system
- Create a current and future state picture
- Gather and understand the data
- Identify and prioritize catalytic projects
- Disciplined continuous improvement

Focus on the system
### January 1, 2014
**Presenting an Introduction to Coalition Building**
- How Coalitions Work: The Practice of Community Collaboration
- Coalition Readiness Assessment

**Outcome:** Agreement to form a guiding team to design an engagement for working together

### February 1, 2014
**Crafting the Compelling Challenge**
- Why are we here? What are we here to do?
- How would we describe the challenge to others?
- When we think about the future of the challenge, what concerns us the most?

**Outcome:** Agreement a challenge exists, greater than any single organization can address

### March 1, 2014
**Co-Designing a Collaborative Process (Guiding Team)**
- What collaborative process of engagement could the stakeholders use to work together on the challenge?
- How will the group initially structure itself?
- Who could perform the critical roles?
- When and how often will the identified groups meet?

**Outcome:** Agreement on how to work together

### April 1, 2014
**Gathering the Information**
- What information do we have and what information do we need concerning the content of the work and the context in which the work will take place?

**Outcome:** Agreement on a shared understanding of the information

### May 1, 2014
**Creating the Current State Map (“As-Is”)**
- How might we visually show in a simple picture the current state of the complex challenge?

**Understanding the Challenge**
- What’s working well? What problems exist?
- What could be better aligned? What might be missing?
- Where are the leverage points and what can we influence?

**Outcome:** Agreement on the definition of the problem

### June 1, 2014
**Creating the Future State Picture (“Could-Be”)**
- Begin by looking at how things are currently working and see where there is an opportunity to make it better by working together.
- What opportunities exist to 1) form or strengthen relationships, 2) coordinate, connect, or align things, 3) restructure the existing work, 4) leverage and build on assets, 5) create new ways of working together, and/or 6) conduct a pilot to increase shared understanding?

**Identifying and Prioritizing Catalytic Projects**
- From the identified future state (“could-be”) opportunities, which ones should be prioritized to work on together?

**Outcome:** Agreement of the solutions to the problem

### July 1, 2014
**Aligning and Restructuring the Work**
- How does the challenge, the strategic scope and focus, the initiatives, the metrics, and the shared outcomes all align and hang together?
- How should we structure the work?
- What staffing and resources do we need to support the work?

**Outcome:** Agreement on the action steps for implementing the solution

### August 1, 2014
**Getting Ready for the Next Turn of the Process Circle**
- What have we learned and what improvements might we make in the work?
- What improvements might we make in the process that facilitates the work?
- What projects should be scaled up/eliminated/reduced?

**Outcome:** Agreement to improve upon the process and the work

### Collaborative Name

---
## The Stakeholder Engagement Process Timeline

<table>
<thead>
<tr>
<th>SESSION</th>
<th>PROCESS STEPS</th>
<th>GUIDING TEAM TASKS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Getting Ready</strong></td>
<td><strong>Form the Guiding Team</strong>&lt;br&gt;• A group who wants to take responsibility for the success of the whole system by acting as the glue for collaboration, serving and supporting the collective work.&lt;br&gt;• Key Roles: - Convener leadership nurtures relationships&lt;br&gt;• Key stakeholders conduct the work&lt;br&gt;• Content experts inform the work&lt;br&gt;• Process facilitator guides the work&lt;br&gt;• Backbone support coordinates the work</td>
<td><strong>Supporting Work:</strong>&lt;br&gt;• Create a compelling presentation that will be used to engage other stakeholders and advocate for the work.</td>
</tr>
<tr>
<td><strong>Session One</strong></td>
<td><strong>Craft the Compelling Challenge:</strong>&lt;br&gt;• What is the compelling community challenge that we want to collectively work on together?&lt;br&gt;• What is the capacity of the community to address the issue? Is there a state of readiness?&lt;br&gt;• Are there currently or have there been other initiatives in the community to address the issue? What were the results? Who were the primary players in these initiatives?&lt;br&gt;• Where is the appropriate locus of work—neighborhood, community, region, etc.?</td>
<td><strong>Supporting Work:</strong>&lt;br&gt;• Refine the compelling challenge statement to be brought back to the group for review and feedback.&lt;br&gt;• Synthesize the stakeholder mapping work into a single-page map.</td>
</tr>
<tr>
<td><strong>Session Two</strong></td>
<td><strong>Review the Shared Outcomes and Current Landscape</strong>&lt;br&gt;• Discover the Shared Outcomes: - Why are you here? What do you want to accomplish by being a part of this group?&lt;br&gt;• What is your own understanding of the challenge that brings us together? In short, how would you describe the challenge?&lt;br&gt;• What benefits might your organization realize as a result of being a part of this group?&lt;br&gt;• What projects should be conducted?</td>
<td><strong>Supporting Work:</strong>&lt;br&gt;• Refine the shared outcomes into a single document, sometimes referred to as a common agenda.&lt;br&gt;• Organize the collection and gathering the identified primary information and secondary data.&lt;br&gt;• Synthesize the collected current landscape information received from the stakeholders.</td>
</tr>
<tr>
<td><strong>Session Three</strong></td>
<td><strong>Review the Current State Map(s)</strong>&lt;br&gt;• Co-Craft the Mission Statement and System Map on a Page: - What kinds of map(s) may be the most beneficial in depicting the current state of the system?&lt;br&gt;• Geographic data maps&lt;br&gt;• Systems or network maps&lt;br&gt;• Data charts and graphics&lt;br&gt;• Program maps&lt;br&gt;• Customer experience maps&lt;br&gt;• Asset maps&lt;br&gt;• System timelines</td>
<td><strong>Supporting Work:</strong>&lt;br&gt;• Create a current state map— an information- and data-informed picture of the system as it is today.</td>
</tr>
<tr>
<td><strong>Session Four</strong></td>
<td><strong>Review the Shared Outcomes and Current Landscape</strong>&lt;br&gt;• Share the Information and Data: - What organization(s) (could potentially) convene, host, serve, and support the work of the collaborative?&lt;br&gt;• Shared Measures: How is (might) success measured?&lt;br&gt;• Strategic Goal Tree: How could we coordinate and align our work to achieve better outcomes? How does our work align with other community initiatives?&lt;br&gt;• Calculus: Projects What pilot projects and relationship pilots should be conducted?</td>
<td><strong>Supporting Work:</strong>&lt;br&gt;• Synthesize and prioritize mutually reinforcing interventions, catalytic pilot projects, and relationship pilots.</td>
</tr>
<tr>
<td><strong>Session Five</strong></td>
<td><strong>Co-Craft Solutions Together</strong>&lt;br&gt;• Coordinate and Align: What existing parts of the system could we better coordinate and align?&lt;br&gt;• Co-Creation: What could we co-create together that no single organization could create on their own?&lt;br&gt;• Relationships: What existing relationships could we strengthen and what new relationships might we form?&lt;br&gt;• Leverage Points: Where are there leverage points in the current system?&lt;br&gt;• Feedback Loops: What new or current information needs to go where?&lt;br&gt;• Stakeholder Energy: What wants to happen? What do we want to do?</td>
<td><strong>Supporting Work:</strong>&lt;br&gt;• Seek a balance between short-term wins and longer-term systemic work.</td>
</tr>
</tbody>
</table>
### Process Map and Timeline

<table>
<thead>
<tr>
<th>Key Dates</th>
<th>May 2015</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>May 18th</td>
<td>June 6th and 14th</td>
<td>July 6th, 12th, 21st and 26th</td>
<td>August 6th, 14th, 16th and 23rd</td>
<td>September 2nd, 7th, 15th, and 24th</td>
<td>October 1st, 9th, 17th, and 21st</td>
</tr>
</tbody>
</table>

### Process Stage

|---------------|----------------|-----------------------------|---------------------------|-------------------------------|-------------------------|---------------------------|

### Session Objectives

| Theme: Designing a Collaborative Process and Assessing Community Dynamics |
| Objective: To share the practices, processes, structure, and ingredients of successful community collaboratives |
| Key Deliverable: Process Map |

| Theme: Building and Shaping Stakeholder Relationships |
| Objective: To identify who needs to be engaged in the process to get a strategic microcosm of the “system in the room” |
| Key Deliverable: Stakeholder Map |

| Theme: Shared Understanding: Seeing the System |
| Objective: To help people see and understand the greater system of relationships and the complexity of which they are a part |
| Key Deliverable: Current State Map |

| Theme: Co-Creation: Working Together |
| Objective: To foster reflection and more appreciative conversations about what the group wants to co-create together |
| Key Deliverable: Collective Opportunities Map |

| Theme: Redesigning the System |
| Objective: To agree on what collective behaviors to change, what relationships to build and strengthen, and what feedback loops to create |
| Key Deliverable: Collective Change Framework |

| Theme: Collaborative Structure and the Next Turn of the Circle |
| Objective: To share how the ingredients for collaboration are coordinated and aligned to produce collective action within the community |
| Key Deliverable: Collaborative Structure Chart |

### Levels of Engagement

<table>
<thead>
<tr>
<th>Guiding Team</th>
<th>Extended Stakeholder Group</th>
<th>Working Teams</th>
<th>Community Engagement</th>
<th>Communications</th>
<th>The Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/18</td>
<td>Out-of-School Guiding Team</td>
<td>6/6</td>
<td>7/6</td>
<td>8/6</td>
<td>9/6</td>
</tr>
<tr>
<td>6/14</td>
<td>Out-of-School Network</td>
<td>7/12</td>
<td>8/6</td>
<td>8/14</td>
<td>9/7</td>
</tr>
<tr>
<td>9/15</td>
<td>Accessibility Team</td>
<td>10/1</td>
<td>10/2</td>
<td>10/17</td>
<td>10/21</td>
</tr>
<tr>
<td>9/24</td>
<td>Programming Team</td>
<td>10/21</td>
<td>10/21</td>
<td>10/21</td>
<td></td>
</tr>
<tr>
<td>8/9</td>
<td>Kids, Inc.</td>
<td>10/21</td>
<td>10/21</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10/21</td>
<td>Council for Youth Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### The Outcomes

**Agreement a challenge exists, greater than any single organization can address. Agreement to form a guiding team to design a process for working together.**

**Agreement to work together to address the common challenge and agreement on how to work together. Agreement on who should be engaged in the process and when.**

**Agreement on a shared understanding of the information and agreement on the definition of the challenge.**

**Agreement of the collective solutions to the challenge.**

**Agreement on the action steps for implementing the solutions. Agreement on how to redesign the system—what behaviors to change, what relationships to build, and what feedback loops to create.**

**Agreement on how the group will coordinate and align the work. Agreement on how the group will structure itself. Agreement to improve upon the process.**
Collaborative Frameworks and Tools

START HERE: Identify a key community issue

HOW
- Disciplined continuous improvement
- Conduct a project with deliverables and metrics
- Create a current and future state picture
- Identify and prioritize catalytic projects
- Gather and understand the data

WHO
- Identify the right people who want to address the issue
- Establish and build trusting relationships

WHAT
- Focus on the system

WHY
- The Stakeholder Engagement Process
- The Compelling Challenge Page 10
- The Process Map Page 2
- The Process Timeline Pages 6-8
- The Guiding Team Page 12
- The Stakeholder Map Page 13
- The Common Agenda Pages 15-16
- The Existing Landscape Page 17
- The Current State Picture Pages 18

Performance Scorecard
- Collaborative Structure Pages 27-28
- Strategic Goal Tree Pages 25-26
- Collective Impact Page 24
- Prioritizing Catalytic Projects
- The Systems Framework: Mutually Reinforcing Actions Page 22
- Identifying Opportunities Pages 20-21
THE COMPELLING CHALLENGE

**Collaborative Name**

## THE COMPELLING CHALLENGE QUESTION STRUCTURE

**EXAMPLE:**

How can we...  
What if we...  
Where could we...  
work together to...  
ensure that...  
the right food, gets to...  
for the right people...  
within Wayne County, Indiana?

- **An Open-Ended Question**
- **An Agreement to Collaborate**
- **Action Verb**
- **Challenge Subject**
- **For Whom**
- **Located Where**

## WHAT CONCERNS US MOST ABOUT THE CHALLENGE? (STATUS QUO)

Currently, Wayne County ranks in the top quartile for food hardship of all U.S. congressional districts. In fact, one out of every four children within our midst goes hungry, every day in our county.

**The Current State and Status Quo Supported by Data**

At the current rate of food hardship, our community is reaching a serious tipping point where our children will be...  

**The Default Future—What We Believe and Feel Will Happen If Nothing is Done**

less skilled leaders weakening our democracy, a less skilled workforce weakening our economy, and an increased burden on our social infrastructure.

**The Consequences**

- **(public)**
- **(private)**
- **(social)**

## HOW MIGHT WE DESCRIBE THE CHALLENGE TO OTHERS? (NEW MEANS AND ENDS)

Currently, Wayne County ranks in the top quartile for food hardship of all U.S. congressional districts. In fact, one out of every four children within our midst goes hungry, every day in our county.

**The Current State**

By working together to ensure that the right food gets to the right place at the right time, for the right people in need, we will create strengthened relationships and a coordinated and aligned food system where our residents and children have a greater opportunity to...

**By Working Together We Can Create** (means)

create a more powerful democracy, a more capable workforce, and a more robust social safety net.

**The Desired Outcomes** (ends)

- **(public)**
- **(private)**
- **(social)**
Who:
Get the System in the Room
THE GUIDING TEAM: THE GLUE FOR COLLABORATION

A Guiding Team:
A group who wants to take responsibility for the success of the whole system by acting as the glue for collaboration, serving and supporting the collective work.

Nurtures Relationships:
A few strong, facilitative leaders in the stakeholder group convene, catalyze and sustain these collaborative efforts.

Inform the Work:
Experts provide stakeholders with the information necessary for making good decisions but do not drive collaborative processes.

Conduct the Work:
Selecting the right people to form a group is often the most crucial and difficult task. The number varies by community and initiative, but is tied to the question: “If this group agreed, would something happen?”

Guide the Work:
This role serves as a process guide, a tool giver, neutral third-party, and process educator.

Serves and Supports the Work:
Backbone support services provide strategic and operational support to the collaborative effort.
THE COMMUNITY STAKEHOLDER CONCEPT

Public Sector

- Government
- K-12 Schools
- Early Childhood Education
- Arts & Culture
- Publicly Owned Utilities
- Elected Officials

Private Sector

- Privately Owned Companies
- Publicly Traded Companies
- Community Dev. Orgs.
- Charter Schools
- Healthcare & Wellness
- Childcare Providers

Social Sector

- Social Enterprises
- Social Service & Non-Profit Orgs.
- Research Institutions
- Service Learning
- Faith-Based Institutions

A Compelling Challenge
Why:
Help People See the System
THE COMMUNITY CONTEXT

Collaborative Name

What is the perceived need to address the issue in the community?

What is the capacity of the community to address the issue?

Are there currently or have there been other initiatives in the community that have addressed the issue? What were the results? Who were the primary players in these initiatives? Are there other stakeholders or leaders who would support a collaborative initiative to address this issue or support new efforts on existing initiatives?

When people think about the future impact of the issue on the community, what concerns them the most?

What makes leadership difficult on this issue? Is there a level of conflict among the stakeholders?

Where is the appropriate locus of work—neighborhood, community, region, etc.?
THE COMMON AGENDA AND SHARED OUTCOMES

Collaborative Name

THE COMPELLING CHALLENGE AND PURPOSE OF THE SHARED WORK

Why are you here? What do you want to accomplish by being a part of this group?

What benefits might your organization realize as a result of the group’s work?

What outcomes do you expect the collective work to create?

What capacities (assets, resources, programs, skills, etc.) do you and your organization bring to the table that would be especially valuable in addressing the challenge?

INSTRUCTIONS

1. Pair up with someone in the group whom you may not already know.
2. Member A will interview member B for about 10 minutes by asking the guiding questions below.
3. Next, switch roles and repeat the process—have member B interview member A.
4. Finally, have each team member introduce his or her partner, emphasizing the unique resources the partner brings to the team’s work.
## The Current State Map ("as-is")

### Collaborative Name

<table>
<thead>
<tr>
<th>Who...</th>
<th>is doing what...</th>
<th>for whom...</th>
<th>and why are they doing it?</th>
<th>How is success measured?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify the <strong>stakeholders</strong> who should be at the table</td>
<td>Identify current <strong>work</strong> that can be built upon</td>
<td>Identify the <strong>customers</strong> being served</td>
<td>Look for strategic alignment, mutual interest, and shared <strong>outcomes</strong></td>
<td>Determine what outputs are currently measured and what <strong>data</strong> exists?</td>
</tr>
</tbody>
</table>

**Community School Corporation**  
**iGrad Coaching Pilot Program**  
**At-Risk High School Juniors**  
**To increase the number of high school graduates ready for a career, certificate, and/or degree**  
**Graduation Rate: 87.6%**  
**Attendance Rate: 82%**
Attracting Talent

- Talent and Competencies Demand Report
- Commuting Patterns and Net In-Migration
- H-1B Visa Demand and Intensity and EB-5 Visa Zones

Developing Talent

- Education Partners and Pathways
  - Pre-K
  - K-12 Education
  - Career Tech Ed.
  - Dual Credit, Internships, Learn to Earn
  - Certificates and Industry Credentials
  - Associate’s Degrees
  - Bachelors, Masters, and Advanced Degrees
  - Adult Education and Bartholomew County Works

- Private Sector Education and Workforce Strategies
  - Workforce Training
  - Economic Incentives
  - HR and Staffing Companies

Engaging Talent

- Placemaking Strategies (Cummins Architecture Program, Vision 2020)
- Welcoming Community Strategies (Engage Columbus, CAMEO)
- Entrepreneurial Ecosystem: Co-Working and Maker Spaces

Employer Talent Needs: Key Economic Clusters and Strengths

- Target Competencies
  - Advanced Manufacturing
  - Engineering
  - Health Care
  - Community

Target Competencies

- Advanced Production
- Mechanical Engineering
- Precision Machining
- Electronics
- Computer-Aided Drawing
- Computing and Information Technology
- Nurse Practitioner
- Bachelor of Science in Nursing (BSN)
- Designers

PRINCIPLES:
- System-Focused
- Real-Time, Dynamic
- Sharing the Same Information
- Shaping Relationships
- Process-Oriented
What:
Co-Create Solutions Together
Ways to Engage the Built Environment
- Place-making
- Planning
- Design
- Buildings
- Landscaping
- Greenspaces
- Parks
- Safe Routes to School
- Streetscapes
- Public Art
- Transportation
- Trails
- Natural Environment

Ways to Engage Education
- Career Pathways
- Project-Based Learning
- Service Learning
- Research and Studies
- Faculty Expertise
- Educational Attainment
- Highly-Skilled Workforce
- Engaged Democratic Citizenship
- Academic and Life Counseling
- Career Credentials

Ways to Engage Business
- Process Expertise
- Project-Management
- Advocacy
- Leveraging Economic Incentives
- Establishing and Tracking Measures
- Facilitative Leadership
- Long-Term Planning
- Organization Design and Development
- Pilot or Seed Funding
- Internships, Apprenticeships, and Tuition Reimbursement
- Career Pathway Scholarships
- Executives On Loan
- Data on Industry Workforce Needs
- Mentoring Students
- Student Recruitment
- Teacher and Counselor Externships

Building a Community Learning System

Roles:
- Collaborative Strategies
- Collaborative Strategies
- Collaborative Strategies

Public:
- Education
- Collaborative Strategies

Private:
- Business
- Collaborative Strategies

Social:
- Community
- Collaborative Strategies

Place:
- Ways to Engage the Community
  - Political Visibility and Credibility
  - Advocacy and Policy Support
  - Project Seed Funding
  - Sustained Public Funding
  - Social Agency Services and Support
  - Health and Human Services
  - Academic Tutoring
  - Financial Aid Application Assistance
  - Financial Assistance and Scholarships
  - Financial Literacy
  - Transportation Assistance
  - Housing Assistance
  - Childcare Assistance
  - Extracurricular Activities
  - Mentoring and Coaching

- Ways to Engage Business
  - Process Expertise
  - Project-Management
  - Advocacy
  - Leveraging Economic Incentives
  - Establishing and Tracking Measures
  - Facilitative Leadership
  - Long-Term Planning
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- Ways to Engage Education
  - Career Pathways
  - Project-Based Learning
  - Service Learning
  - Research and Studies
  - Faculty Expertise
  - Educational Attainment
  - Highly-Skilled Workforce
  - Engaged Democratic Citizenship
  - Academic and Life Counseling
  - Career Credentials
### The Collective Opportunity Map ("could-be")

#### Collaborative Name

<table>
<thead>
<tr>
<th><strong>EXTERNAL</strong></th>
<th><strong>INTERNAL</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXISTING</strong></td>
<td><strong>NEW</strong></td>
</tr>
<tr>
<td><strong>EMERGING PRACTICE</strong></td>
<td><strong>CATALYTIC EVENT</strong></td>
</tr>
<tr>
<td>A previously unnoticed evidence-based practice from outside the community is identified and applied locally.</td>
<td>A change in the external environment creates a new dialogue or sense of urgency about an existing community challenge.</td>
</tr>
<tr>
<td><strong>POSITIVE DEVIANCE</strong></td>
<td><strong>CO-CREATION</strong></td>
</tr>
<tr>
<td>A successful practice that is already working locally, but is not systematically practiced, is identified and spread more widely.</td>
<td>Local individuals and organizations begin to work together differently than before and co-create new solutions.</td>
</tr>
</tbody>
</table>
The Eight Es of Systems Building

1. Evaluate Equity
2. Encourage
3. Exemplify
4. Engage
5. Enforce
6. Environment
7. MEASURES
8. POLICY

“X is what we do.”

“How are we doing at X?”

“You must do X.”

“If you do X, then you get Y.”

“Who can help with X.”

“Please do X.”

POLICY

INCENTIVES

AWARENESS

SUPPORT

CONTEXT

AWARENESS
How:
Redesign the System by Changing How People Work Together
THE STRUCTURE OF COLLABORATION

Backbone Support Organizations

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.

Common Agenda

All participants have a shared vision including a common understanding of the problem and a joint approach to solving it through agreed upon actions.

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.

Collective Impact Model

Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.

Shared Measurement Systems

### THE GRAND CHALLENGE

What common challenge are we addressing collectively?

### THE GOALS

What are the common goals?

### THE WORK

What are the catalytic projects?

### THE METRICS

What are the shared metrics we want to move the needle on?

### THE OUTCOMES

What difference is made? What are the desired outcomes?
The Community Education Coalition is a partnership of education, business, and community leaders focused on aligning and integrating the Columbus, Indiana and region's community learning system with economic growth and a high quality of life.

**WHO WE ARE**

The Stakeholders

- Education
  - Bartholomew Consolidated School Corporation*
  - Flatrock-Hawcreek School Corporation*
  - Ivy Tech Community College*
  - Purdue College of Technology*
  - Ivy Tech Community College Corporation*
  - Flatrock-Hawcreek School Corporation*
  - Bartholomew Consolidated Home News Enterprises
  - Analytical Engineering Inc.
  - Force Construction
  - Brands Inc.
  - Coca-Cola Bottling Company
  - Johnson Ventures
  - SIHO Insurance Services
  - Columbus Regional Health*
  - Cummins Inc.
  - Institute for Coalition Building

- Business (100+ Partners)
  - Cummins Inc.
  - Columbus Regional Health*
  - SIHO Insurance Services
  - Johnson Ventures
  - Coca-Cola Bottling Company
  - Bartholomew Consolidated Home News Enterprises
  - Force Construction
  - Analytical Engineering Inc.
  - Home News Enterprises

- Community
  - Heritage Fund*
  - City of Columbus*
  - County Commissioners*
  - Board of Aviation Commissioners*
  - Workforce Development*
  - Columbus Chamber
  - Economic Development Board
  - United Way of Bartholomew Co.

- Regional Partners
  - EcO2 Ten County Region Network Institute for Coalition Building

* * Supported Partners

**HOW WE DO OUR WORK**

The Projects and Initiatives

**GRADE**

<table>
<thead>
<tr>
<th>ADULT</th>
<th>STEM Seamless Pathway / Adult-Ed Consortium</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>Lumina Community Partnership for Attainment</td>
</tr>
<tr>
<td>15</td>
<td>Indiana Center for Art+Design (IUCAD)</td>
</tr>
<tr>
<td>14</td>
<td>STEM Seamless Pathway Initiative</td>
</tr>
<tr>
<td>13</td>
<td>Seamless Production Pathway</td>
</tr>
<tr>
<td>12</td>
<td>iGrad Program</td>
</tr>
<tr>
<td>11</td>
<td>Latino Education Initiative</td>
</tr>
<tr>
<td>10</td>
<td>Center for Teaching and Learning (CTL)</td>
</tr>
<tr>
<td>9</td>
<td>Project Based Learning (PBL)</td>
</tr>
<tr>
<td>8</td>
<td>Afterschool Coalition</td>
</tr>
<tr>
<td>7</td>
<td>Universal Design for Learning (UDL)</td>
</tr>
<tr>
<td>6</td>
<td>Early Childhood Education</td>
</tr>
<tr>
<td>5</td>
<td>Pre-K Sustainability Project</td>
</tr>
</tbody>
</table>

**IN-PROCESS MEASURES**

- Bachelors Grad Rates
- Associates Grad Rates
- Retention Rates
- Post Secondary Enrollments
- College Readiness Percentage Score
- ACT/SAT Scores
- % of Students Attending Pre-K

**WHAT ARE OUR TARGETS**

The Outputs We Measure

- Matching Skilled People with Well-Paying Work
  - Well-Paying Jobs
    - BASE: xxx
    - TARGET: 500-700
  - 60% of Adults with Postsecondary Degrees or Certifications by 2025
    - BASE: 38.5
    - 3 YR: 43.0
    - VISION: 60.0

- Post-Secondary Attainment
  - BASE: 38.5
  - 3 YR: 43.0
  - VISION: 60.0

- All Students Graduate from High School
  - BASE 2012: 85.0
  - 3 YR: 90.7
  - VISION: 98.1

- Adults Age 25+
  - BASE 2012: 91.1
  - 3 YR: 94.0
  - VISION: 100.0

- Kindergarten Readiness
  - BASE 2013/14: 74.0
  - 3 YR: 80.0
  - VISION: 95.0

**WHAT DIFFERENCE DO WE MAKE**

The Outcomes and Results

- Stakeholder Engagement and Collaboration
  - Increased cooperation among the business, community, and education stakeholders
  - Increased communication among education institutions to advance learning
  - Better coordinated and aligned learning system

- The Economic Benefits
  - A fully employed and employable workforce
  - Healthier tax base
  - Increased economic prosperity
  - Better prepared and work-ready labor force with the necessary hard and soft skills
  - More efficient and effective businesses
  - Increased value of a two-year degree recognized by industry and community
  - More companies choosing to grow and locate in the region
  - Improved talent retention of young people staying in the region after graduation

- The Social Benefits
  - Safer and healthier community
  - Increased educational and career opportunities for students and the community
  - Increased civic engagement
  - Increased self-sufficiency
  - Stronger family environment
  - Better tolerance of differences
  - Better understanding by youth of how school translates into workplace opportunities

- The Equity Imperative
  - Increased educational access, attainment, and success
  - Increased awareness of the value of higher education
  - Higher rates of at-risk youth going to college
THE COALITION STRUCTURE DIAGRAM

Systems-Level Outcomes

Goals and Project Teams

Goal 1  Goal 2  Goal 3  Goal 4

Responsibility for...

Coalition Members

 Coordinates and Aligns

Stakeholder

Stakeholder

Stakeholder

Stakeholder

Stakeholder

Stakeholder

Convener/Chair

Content-Experts

Guiding Team

Process Facilitator

Serves and Supports

BACKBONE SUPPORT ORG.

RESPONSIBILITIES
- Strategic Alignment
- Communications
- Community Outreach
- Mobilization of Funding
- Project Management
- Facilitation

RESPONSIBILITIES
- Common Agenda
- Continuous Communication
- Mutually Reinforcing Actions
- Shared Measures
Economic opportunity aligned to our region’s economic strengths…

Areas of Focus:
- Recruitment
- Outreach
- Awareness
- Engagement
- Persistence
- Attainment

Through educational attainment…

- Adv. Manufacturing Network
- Health Care Network
- Emerging Networks

Coordinated and Aligned

Serves and Supports

EcO Network

Collaborative Structure

The Regional Partner Organizations:
- Economic Opportunities Through Education
- Southeast Indiana Works Council
- Southeast Indiana Workforce Investment Board
- Southeast Indiana Health Consortium

A Guiding Team

Small leadership teams that serve and support a network. Teams are composed of a convening organization, backbone support staff, key stakeholders, content experts, and process facilitators.

Areas of Focus:
- Recruitment
- Outreach
- Awareness
- Engagement
- Persistence
- Attainment

Team Responsibilities:
- Strategic Alignment (common agenda)
- Continuous Communications (regular meetings)
- Data Coordination
- Leveraged Resource Development
- Shared Infrastructure
- Network Coordination
- Advocacy and Policy
- Partnership Development
About the Institute

The Institute for Coalition Building is a team of pragmatic practitioners dedicated to advancing the practice of community collaboration.

To contact the Institute:

☕ 4555 Central Avenue, Suite 2100
Columbus, IN 47203-1892

🔗 www.coalitionbuilding.org

📞 (812) 350-5061

Jack Hess, Executive Director for the Institute for Coalition Building

contact: jhess@coalitionbuilding.org

Jack Hess serves as Executive Director of the Institute for Coalition Building. The Institute serves communities across the country, nurturing leaders collectively to solve their grand challenges. Led by a team of pragmatic practitioners, the Institute teaches and shares the lessons of community collaboration, creating a common language and a shared set of tools and frameworks that form the underlying foundation of the practice of stakeholder leadership. Prior to his work with the Institute, he was the President of the Columbus Area Chamber of Commerce where he set in place an aggressive strategy of building on the power of place, increasing member engagement, and promoting the principles of entrepreneurship and innovation. Within two years of implementing its new strategic plan, the Columbus Chamber was named the Indiana Chamber of the Year in 2008. One year later, the American Chamber of Commerce Executives (ACCE) presented the Columbus Chamber with the National Chamber of the Year Award. While at the Chamber, he helped to champion a number of collaborative projects including the state-of-the-art Advanced Manufacturing Center of Excellence, the formation of a regional learning system through Economic Opportunities 2015, an online training academy for entrepreneurs called SmallBizU, and the Indiana University Center for Art+Design.

John Burnett, Chief Executive Officer for the Community Education Coalition

contact: jburnett@educationcoalition.com

John M. Burnett serves as President and Chief Executive Officer of the Community Education Coalition (CEC), a nationally recognized not-for-profit organization committed to the development of an aligned, high quality community and regional learning system supporting learners of all ages. Burnett is a founder of EcO15 (Economic Opportunities through Education by 2015.) Funded by $43 million in grants by Lilly Endowment Inc., and $15 million by regional partners, EcO15 seeks to create a “regional lifelong learning system” for a ten-county area of Southeast Indiana by bringing together education, workforce development, economic growth, community foundation, government, and industry stakeholders. The goal of EcO15 is to assist each person in Southeast Indiana to move up at least one level from an education and or career standpoint, particularly in the fields of advanced manufacturing and health care, as well as other technology-intensive industries. Previously, John served as President of the Irwin Financial Foundation, and owned a successful Adecco Personnel Services business in Buffalo, New York. John also served as a human resource executive at Cummins Engine Company for thirteen years, supporting manufacturing operations, research and development entities, and joint venture start-ups in China, the United Kingdom, India, and Japan.