



# THE PRACTICE OF COMMUNITY COLLABORATION

COLLABORATIVE FRAMEWORKS AND TOOLS

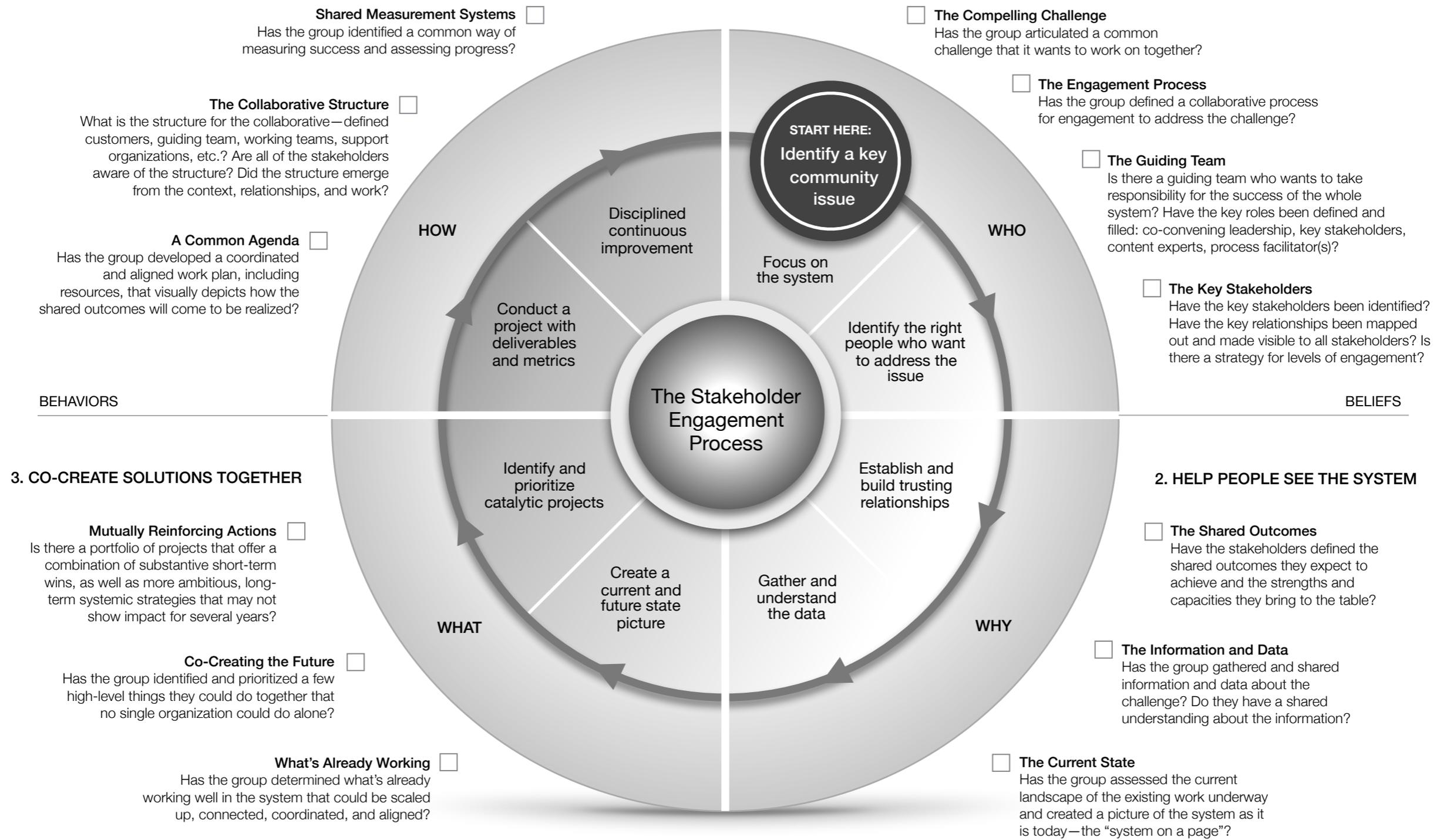


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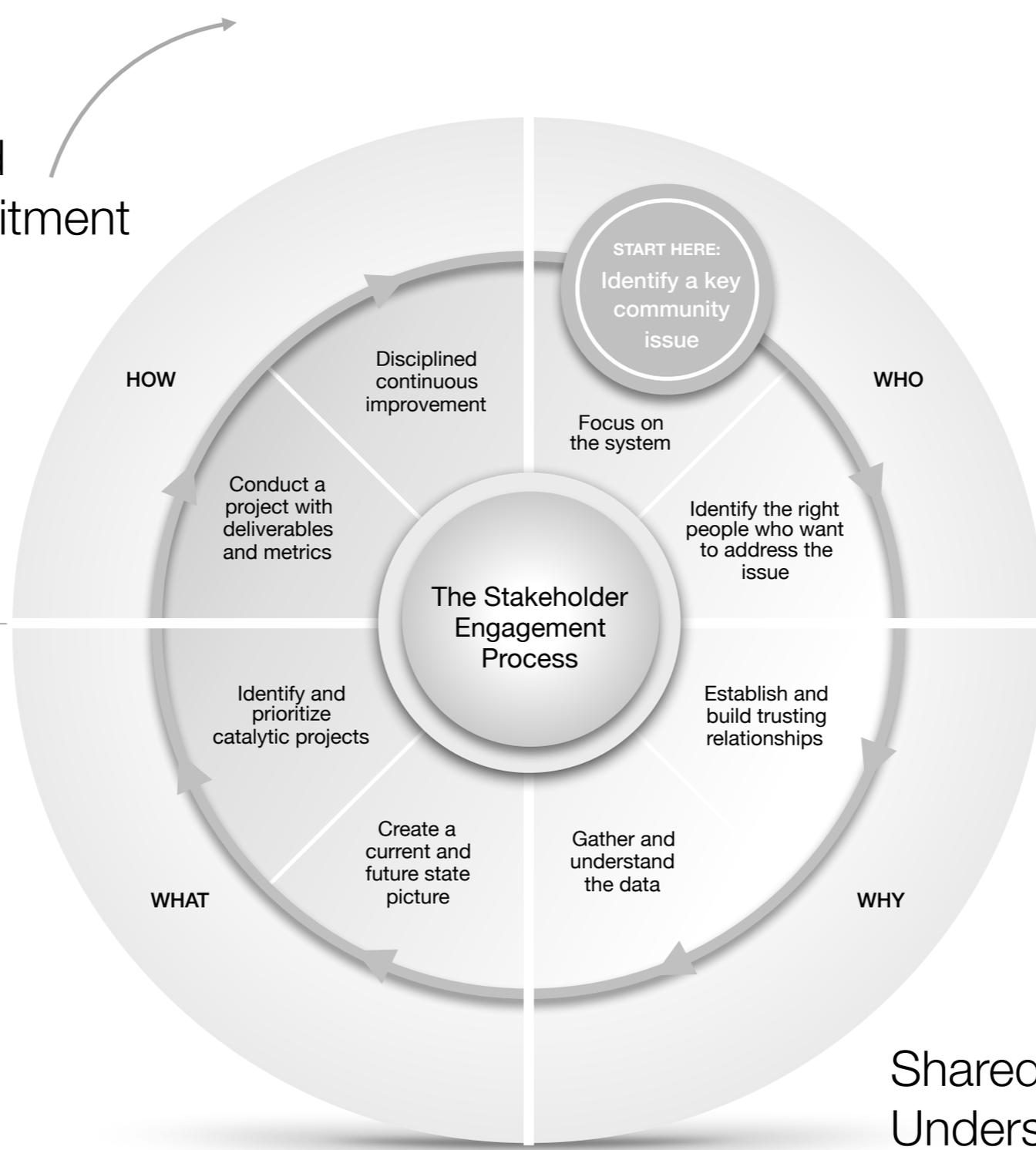
**4. REDESIGN THE SYSTEM**

**1. GET THE SYSTEM IN THE ROOM**



# Collaborative Process Design

# Shared Commitment



## 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?

BEHAVIORS

## GET THE SYSTEM IN THE ROOM

**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

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

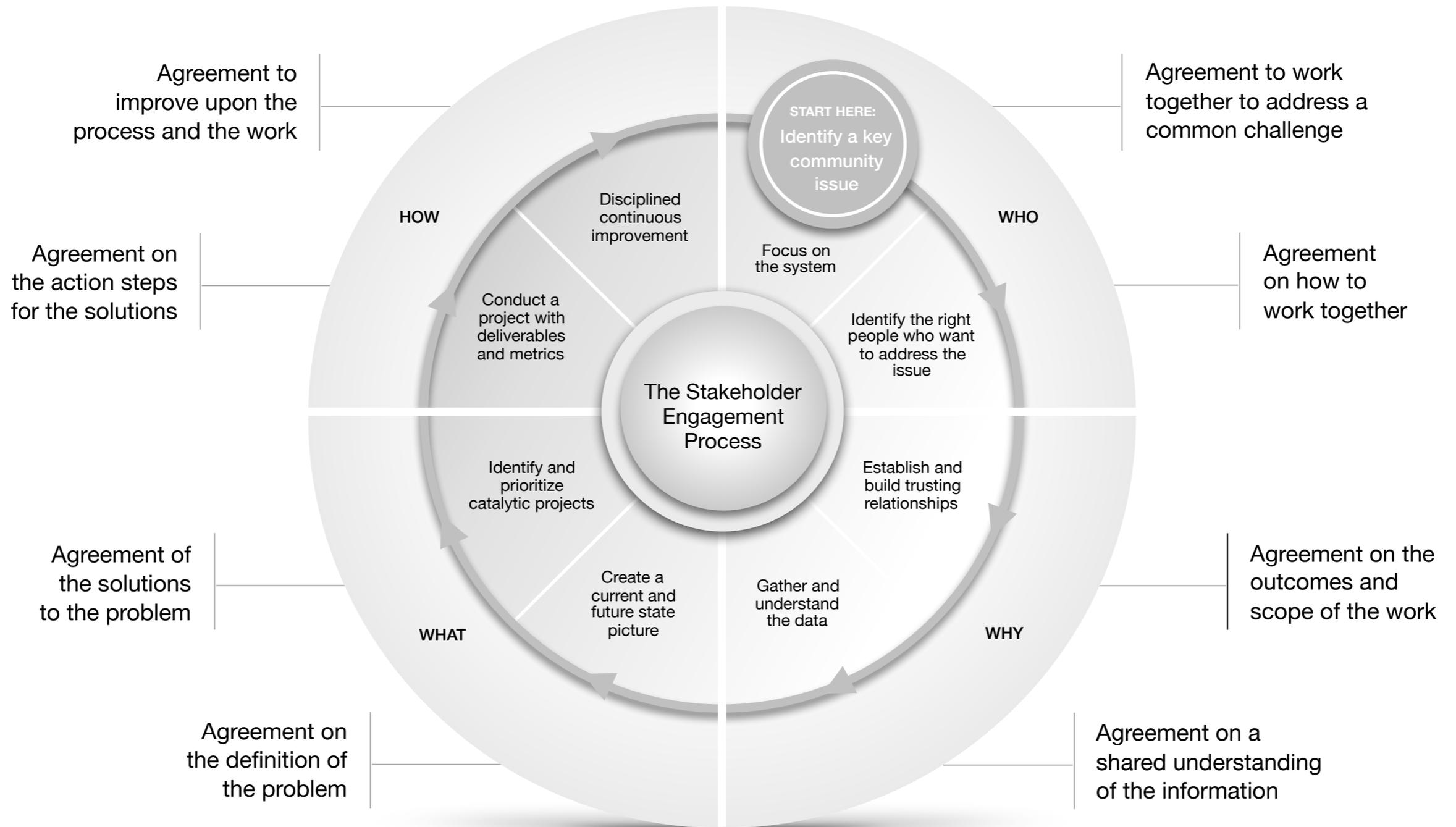
**What** are the high-level things we could do together that no one organization could do alone? What do we want to co-create together?

## HELP PEOPLE SEE THE SYSTEM

**Why** are we working together and why is the challenge worth addressing? Why is the system currently producing the outcomes that it is?

# Shared Understanding

# A series of agreements that follow a pattern...



# THE PROCESS TIMELINE

## Collaborative Name

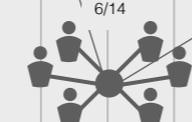
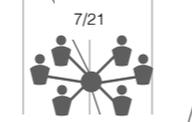
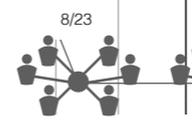
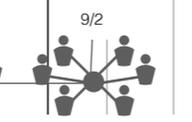
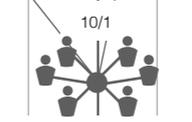
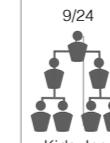
DATE	MEETING AGENDAS AND COALITION BUILDING PROCESS STEPS
January 1, 2014	<p><b>PRESENTING AN INTRODUCTION TO COALITION BUILDING</b></p> <ul style="list-style-type: none"> <li>• How Coalitions Work: The Practice of Community Collaboration</li> <li>• Coalition Readiness Assessment</li> </ul> <p>» <b>OUTCOME:</b> Agreement to form a guiding team to design an engagement for working together</p>
February 1, 2014	<p><b>CRAFTING THE COMPELLING CHALLENGE</b></p> <ul style="list-style-type: none"> <li>• Why are we here? What are we here to do?</li> <li>• How would we describe the challenge to others?</li> <li>• When we think about the future of the challenge, what concerns us the most?</li> </ul> <p>» <b>OUTCOME:</b> Agreement a challenge exists, greater than any single organization can address</p> <p><b>IDENTIFYING THE STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>• Who are the stakeholders—the groups or organizations whose members are seen as having an interest in a challenge?</li> </ul> <p>» <b>OUTCOME:</b> Agreement to work together to address a common challenge</p>
March 1, 2014	<p><b>CO-DESIGNING A COLLABORATIVE PROCESS (GUIDING TEAM)</b></p> <ul style="list-style-type: none"> <li>• What collaborative process of engagement could the stakeholders use to work together on the challenge?</li> <li>• How will the group initially structure itself?</li> <li>• Who could perform the critical roles?</li> <li>• When and how often will the identified groups meet?</li> </ul> <p>» <b>OUTCOME:</b> Agreement on how to work together</p> <p><b>DESIRED CUSTOMER OUTCOMES</b></p> <ul style="list-style-type: none"> <li>• Who are the shared customers served by the stakeholders?</li> <li>• What three to four high-level customer outcomes are shared in common by the stakeholders? In other words, what difference is the customer trying to achieve?</li> </ul> <p><b>THE SHARED STAKEHOLDER OUTCOMES</b></p> <ul style="list-style-type: none"> <li>• What difference would our collective work make?</li> <li>• What shared outcomes could be realized by addressing the challenge?</li> </ul> <p><b>DEFINING THE STRATEGIC SCOPE AND FOCUS</b></p> <ul style="list-style-type: none"> <li>• To address the challenge, what two to three strategic themes would focus the group's collective actions?</li> <li>• What is the geographic scope of the challenge?</li> </ul> <p>» <b>OUTCOME:</b> Agreement on the outcomes and scope of the work</p>

DATE	MEETING AGENDAS AND COALITION BUILDING PROCESS STEPS
April 1, 2014	<p><b>GATHERING THE INFORMATION</b></p> <ul style="list-style-type: none"> <li>• 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?</li> </ul> <p>» <b>OUTCOME:</b> Agreement on a shared understanding of the information</p>
May 1, 2014	<p><b>CREATING THE CURRENT STATE MAP (“AS-IS”)</b></p> <ul style="list-style-type: none"> <li>• How might we visually show in a simple picture the current state of the complex challenge?</li> </ul> <p><b>UNDERSTANDING THE CHALLENGE</b></p> <ul style="list-style-type: none"> <li>• What's working well? What problems exist?</li> <li>• What could be better aligned? What might be missing?</li> <li>• Where are the leverage points and what can we influence?</li> </ul> <p>» <b>OUTCOME:</b> Agreement on the definition of the problem</p>
June 1, 2014	<p><b>CREATING THE FUTURE STATE PICTURE (“COULD-BE”)</b></p> <ul style="list-style-type: none"> <li>• Begin by looking at how things are currently working and see where there is an opportunity to make it better by working together.</li> <li>• 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?</li> </ul> <p><b>IDENTIFYING AND PRIORITIZING CATALYTIC PROJECTS</b></p> <ul style="list-style-type: none"> <li>• From the identified future state (“could-be”) opportunities, which ones should be prioritized to work on together?</li> </ul> <p>» <b>OUTCOME:</b> Agreement of the solutions to the problem</p>
July 1, 2014	<p><b>ALIGNING AND RESTRUCTURING THE WORK</b></p> <ul style="list-style-type: none"> <li>• How does the challenge, the strategic scope and focus, the initiatives, the metrics, and the shared outcomes all align and hang together?</li> <li>• How should we structure the work?</li> <li>• What staffing and resources do we need to support the work?</li> </ul> <p>» <b>OUTCOME:</b> Agreement on the action steps for implementing the solution</p>
August 1, 2014	<p><b>GETTING READY FOR THE NEXT TURN OF THE PROCESS CIRCLE</b></p> <ul style="list-style-type: none"> <li>• What have we learned and what improvements might we make in the work?</li> <li>• What improvements might we make in the process that facilitates the work?</li> <li>• What projects should be scaled up/eliminated/reduced?</li> </ul> <p>» <b>OUTCOME:</b> Agreement to improve upon the process and the work</p>

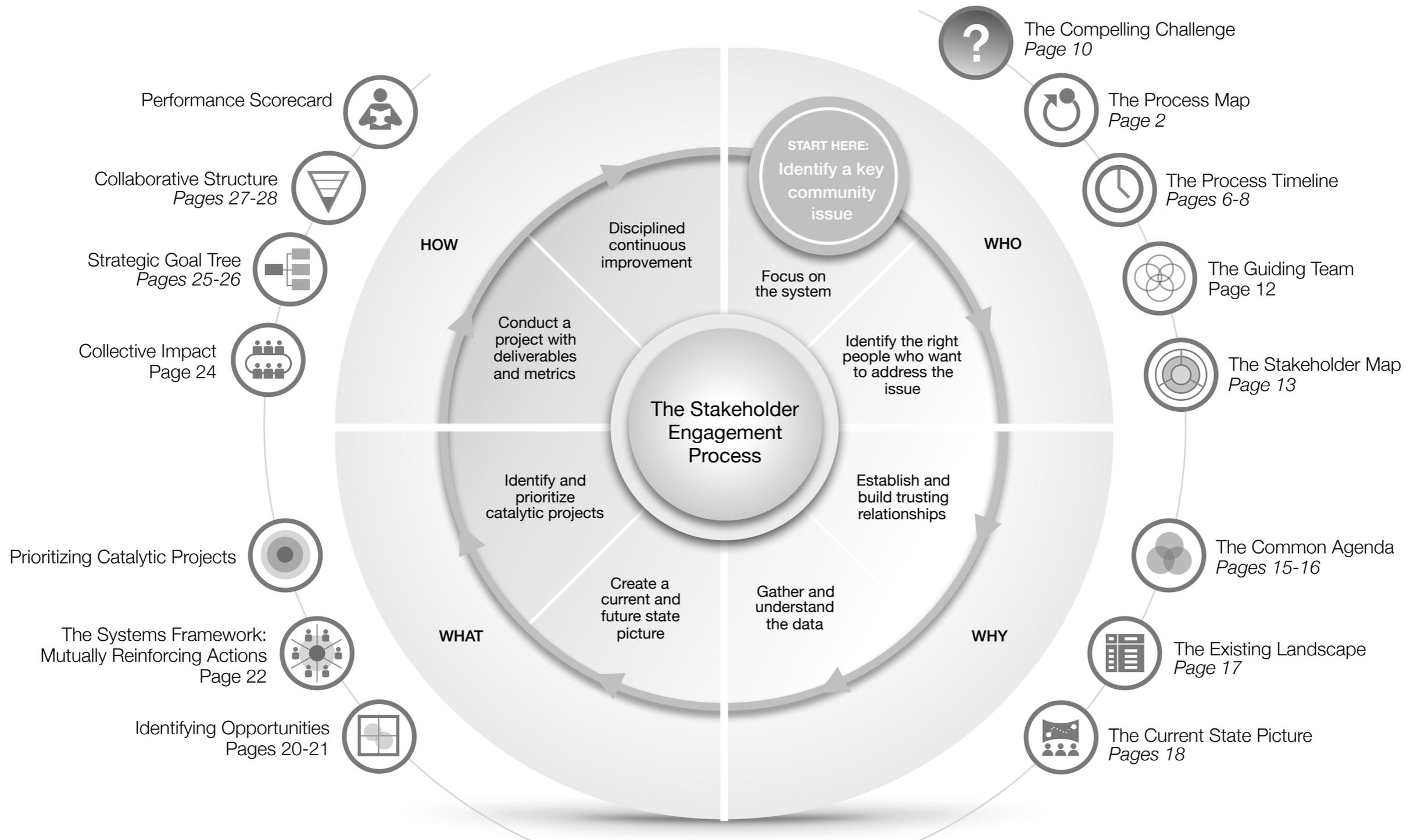
# The Stakeholder Engagement Process Timeline

SESSION	PROCESS STEPS	GUIDING TEAM TASKS
<p><b>Getting Ready</b></p> <p>Set the stage for collaboration</p>	<p><b>Form the Guiding Team</b></p> <ul style="list-style-type: none"> <li>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</li> <li>Key Roles: <ul style="list-style-type: none"> <li>Convening leadership nurtures relationships</li> <li>Key stakeholders conduct the work</li> <li>Content experts inform the work</li> <li>Process facilitator guides the work</li> <li>Backbone support coordinates the work</li> </ul> </li> </ul> <p><b>Design the Stakeholder Engagement Process</b></p> <ul style="list-style-type: none"> <li>The Community Context</li> <li>The Process Map</li> <li>The Process Timeline</li> <li>The Process Presentation</li> </ul>	<p><b>Supporting Work:</b></p> <ul style="list-style-type: none"> <li>Create a compelling presentation that will be used to engage other stakeholders and advocate for the work</li> </ul>
<p><b>Session One</b></p> <p>Get the system into the room</p>	<p><b>Craft the Compelling Challenge:</b></p> <ul style="list-style-type: none"> <li>What is the compelling community challenge that we want to collectively work on together?</li> <li>What is the capacity of the community to address the issue? Is there a state of readiness?</li> <li>Are there currently or have there been other initiatives in the community to the address the issue? What were the results? Who were the primary players in these initiatives?</li> <li>Where is the appropriate locus of work—neighborhood, community, region, etc.?</li> </ul> <p><b>Identify and Map the Stakeholder Relationships</b></p> <ul style="list-style-type: none"> <li>A stakeholder map defines and depicts the key relationships among the people and organizations that have a stake and interest in the challenge being addressed</li> </ul>	<p><b>Supporting Work:</b></p> <ul style="list-style-type: none"> <li>Refine the compelling challenge statement to be brought back to the group for review and feedback</li> <li>Synthesize the stakeholder mapping work into a single-page map</li> </ul>
<p><b>Session Two</b></p> <p>Create a shared understanding of the system</p>	<p><b>Review the Compelling Challenge and Stakeholder Map</b></p> <p><b>Discover the Shared Outcomes:</b></p> <ul style="list-style-type: none"> <li>Why are you here? What do you want to accomplish by being a part of this group?</li> <li>What is your own understanding of the challenge that brings us together? In short, how would you describe the challenge?</li> <li>What benefits might your organization realize as a result of the group's work?</li> <li>What outcomes do you expect the collective work to create?</li> <li>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?</li> </ul> <p><b>Gather the Information and Data</b></p> <ul style="list-style-type: none"> <li>What information do we have, what is being shared, and what do we still need? <ul style="list-style-type: none"> <li>Systems-Level Data</li> <li>Local Stakeholder Knowledge</li> <li>Voice of the Customer and Lived Experience</li> <li>Community Context and Dynamics</li> <li>Positive Deviance: What's Already Working</li> <li>Learning Journeys</li> </ul> </li> </ul> <p><b>Understand the Current Landscape of Work</b></p> <ul style="list-style-type: none"> <li>Who is doing what for whom and why are they doing it? How is success being measured?</li> </ul>	<p><b>Supporting Work:</b></p> <ul style="list-style-type: none"> <li>Refine the shared outcomes into a single document, sometimes referred to as a common agenda</li> <li>Organize the collection and gathering the identified primary information and secondary data</li> <li>Synthesize the collected current landscape information received from the stakeholders</li> </ul>

SESSION	PROCESS STEPS	GUIDING TEAM TASKS
<p><b>Session Three</b></p> <p>Help people see the system</p>	<p><b>Review the Shared Outcomes and Current Landscape</b></p> <p><b>Share the Information and Data Among the Group</b></p> <p><b>Create a Current State Map: The System on a Page</b></p> <ul style="list-style-type: none"> <li>Which kind of map(s) may be the most beneficial in depicting the current state of the system? <ul style="list-style-type: none"> <li>Geographic data maps</li> <li>Systems or network maps</li> <li>Data charts and graphics</li> <li>Program maps</li> <li>Customer experience maps</li> <li>Asset maps</li> <li>System timelines</li> </ul> </li> </ul>	<p><b>Supporting Work:</b></p> <ul style="list-style-type: none"> <li>Create a current state map—an information- and data-informed picture of the system as it is today</li> </ul>
<p><b>Session Four</b></p> <p>Co-create solutions together</p>	<p><b>Review the Current State Map(s)</b></p> <p><b>Co-Create Solutions Together</b></p> <ul style="list-style-type: none"> <li><i>Coordinate and Align:</i> What existing parts of the system could we better coordinate and align?</li> <li><i>Co-Creation:</i> What could we co-create together that no single organization could create on their own?</li> <li><i>Relationships:</i> What existing relationships could we strengthen and what new relationships might we form?</li> <li><i>Leverage Points:</i> Where are there leverage points in the current system?</li> <li><i>Feedback Loops:</i> What new or current information needs to go where?</li> <li><i>Stakeholder Energy:</i> What wants to happen? What do we want to do?</li> </ul>	<p><b>Supporting Work:</b></p> <ul style="list-style-type: none"> <li>Synthesize and prioritize mutually reinforcing interventions, catalytic pilot projects, and relationship pilots</li> <li>Create a collective opportunities map and/or a system intervention map</li> <li>Seek a balance between short-term wins and longer-term systemic work</li> </ul>
<p><b>Session Five</b></p> <p>Redesign the system</p>	<p><b>Review the Identified Collective Opportunities for Working Together</b></p> <p><b>Redesign the System by Changing Ways of Working Together</b></p> <ul style="list-style-type: none"> <li><i>Guiding Team:</i> Who are the current members of the guiding team? Who else should be engaged? Are the key roles defined?</li> <li><i>Backbone Support Services:</i> What organization(s) (could potentially) convene, host, serve, and support the work of the collaborative?</li> <li><i>Shared Measures:</i> How is (might) success measured?</li> <li><i>Strategic Goal Tree:</i> How could we coordinate and align our work to achieve better outcomes? How does our work align with other community initiatives?</li> <li><i>Catalytic Projects:</i> What pilot projects and relationship pilots should be conducted?</li> </ul>	<p><b>Supporting Work:</b></p> <ul style="list-style-type: none"> <li>Prepare for the next turn of the process circle:</li> <li>What have we learned and what improvements might we make?</li> <li>What improvements might we make in the process that facilitates the work?</li> <li>What projects should be scaled up/eliminated/reduced?</li> </ul>

Process Map and Timeline	May 2015	June	July	August	September	October
<b>Key Dates</b>	May 18th	June 6th and 14th	July 6th, 12th, 21st and 26th	August 6th, 14th, 16th and 23rd	September 2nd, 7th, 15th, and 24th	October 1st, 9th, 17th, and 21st
<b>Process Stage</b>	<b>Process Design</b>	<b>Who: The Stakeholder Concept</b>	<b>Why: The Current State Map</b>	<b>What: The Future State Picture</b>	<b>How: The Shared Outcomes</b>	<b>How: Collective Governance</b>
<b>Process Space</b>	Process Design Space	Process Design Space	Current State (as-is) Space	Future State (could-be) Space Co-Creation Solution Space	System Redesign Space	System Redesign Space
<b>Session Objectives</b>	<p><b>Theme:</b> Designing a Collaborative Process and Assessing Community Dynamics</p> <p><b>Objective:</b> To share the practices, processes, structure, and ingredients of successful community collaboratives</p> <p><b>Key Deliverable:</b> Process Map</p>	<p><b>Theme:</b> Building and Shaping Stakeholder Relationships</p> <p><b>Objective:</b> To identify who needs to be engaged in the process to get a strategic microcosm of the "system in the room"</p> <p><b>Key Deliverable:</b> Stakeholder Map</p>	<p><b>Theme:</b> Shared Understanding: Seeing the System</p> <p><b>Objective:</b> To help people see and understand the greater system of relationships and the complexity of which they are a part</p> <p><b>Key Deliverable:</b> Current State Map</p>	<p><b>Theme:</b> Co-Creation: Working Together</p> <p><b>Objective:</b> To foster reflection and more appreciative conversations about what the group wants to co-create together</p> <p><b>Key Deliverable:</b> Collective Opportunities Map</p>	<p><b>Theme:</b> Redesigning the System</p> <p><b>Objective:</b> To agree on what collective behaviors to change, what relationships to build and strengthen and what feedback loops to create</p> <p><b>Key Deliverable:</b> Collective Change Framework</p>	<p><b>Theme:</b> Collaborative Structure and the Next Turn of the Circle</p> <p><b>Objective:</b> To share how the ingredients for collaboration are coordinated and aligned to produce collective action within the community</p> <p><b>Key Deliverable:</b> Collaborative Structure Chart</p>
<b>Levels of Engagement</b>						
<b>Guiding Team</b>	 5/18 Out-of-School Guiding Team	 6/6	 7/6	 8/6	 9/7	 10/9
<b>Extended Stakeholder Group</b>		 6/14 Out-of-School Network	 7/12	 8/14	 9/15	 10/17
<b>Working Teams</b>			 7/21 Accessibility Team	 8/23 Accessibility Team	 9/2 Programming Team	 10/1 Programming Team
<b>Community Engagement</b>			 7/26 Student Focus Groups and Family Survey			
<b>Communications</b> Who needs what, when, and in what form?				 8/16 School Board	 9/24 Kids, Inc.	 10/21 Council for Youth Development
<b>The Outcomes</b>	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

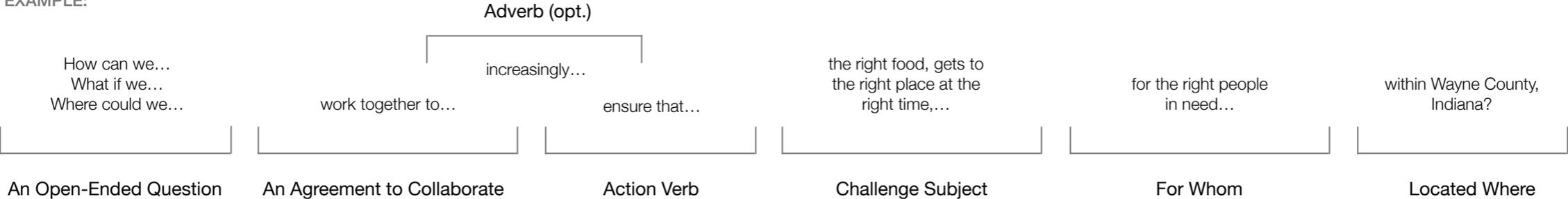


# THE COMPELLING CHALLENGE

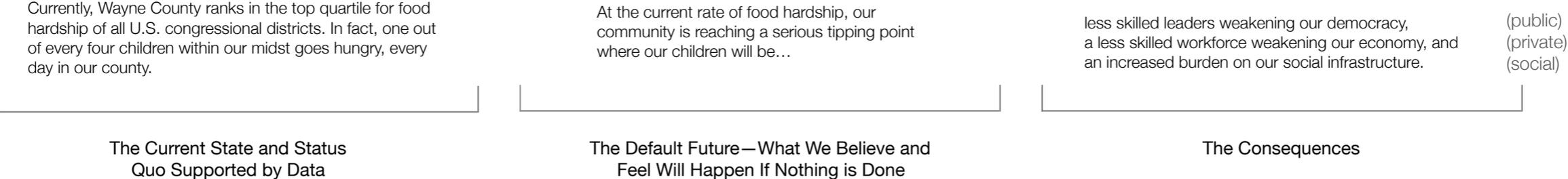
## Collaborative Name

### THE COMPELLING CHALLENGE QUESTION STRUCTURE

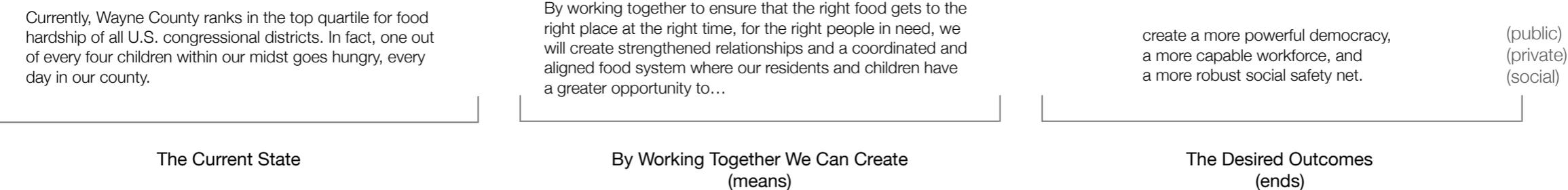
EXAMPLE:



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



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



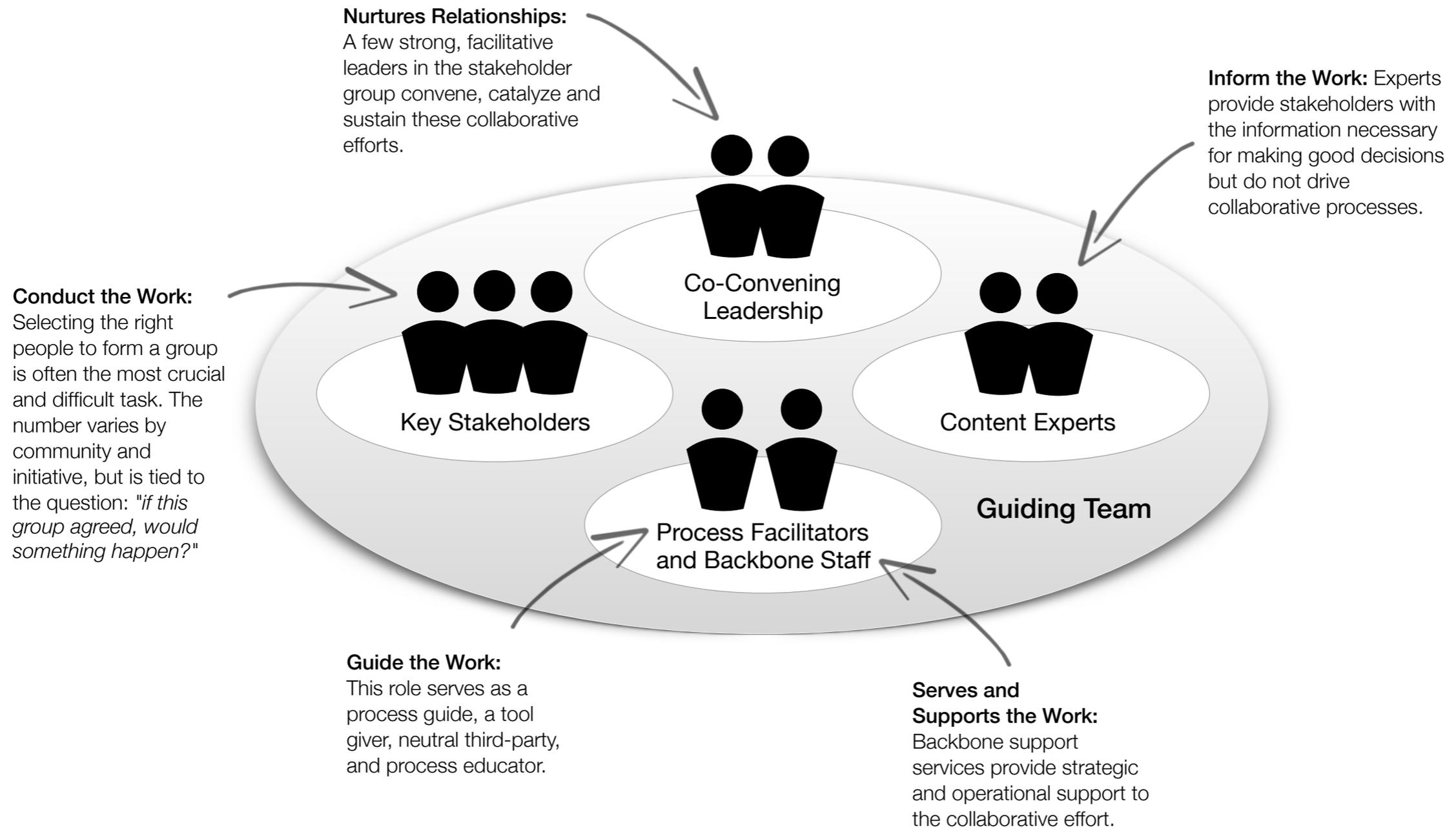
**Who:**

Get the System in the Room

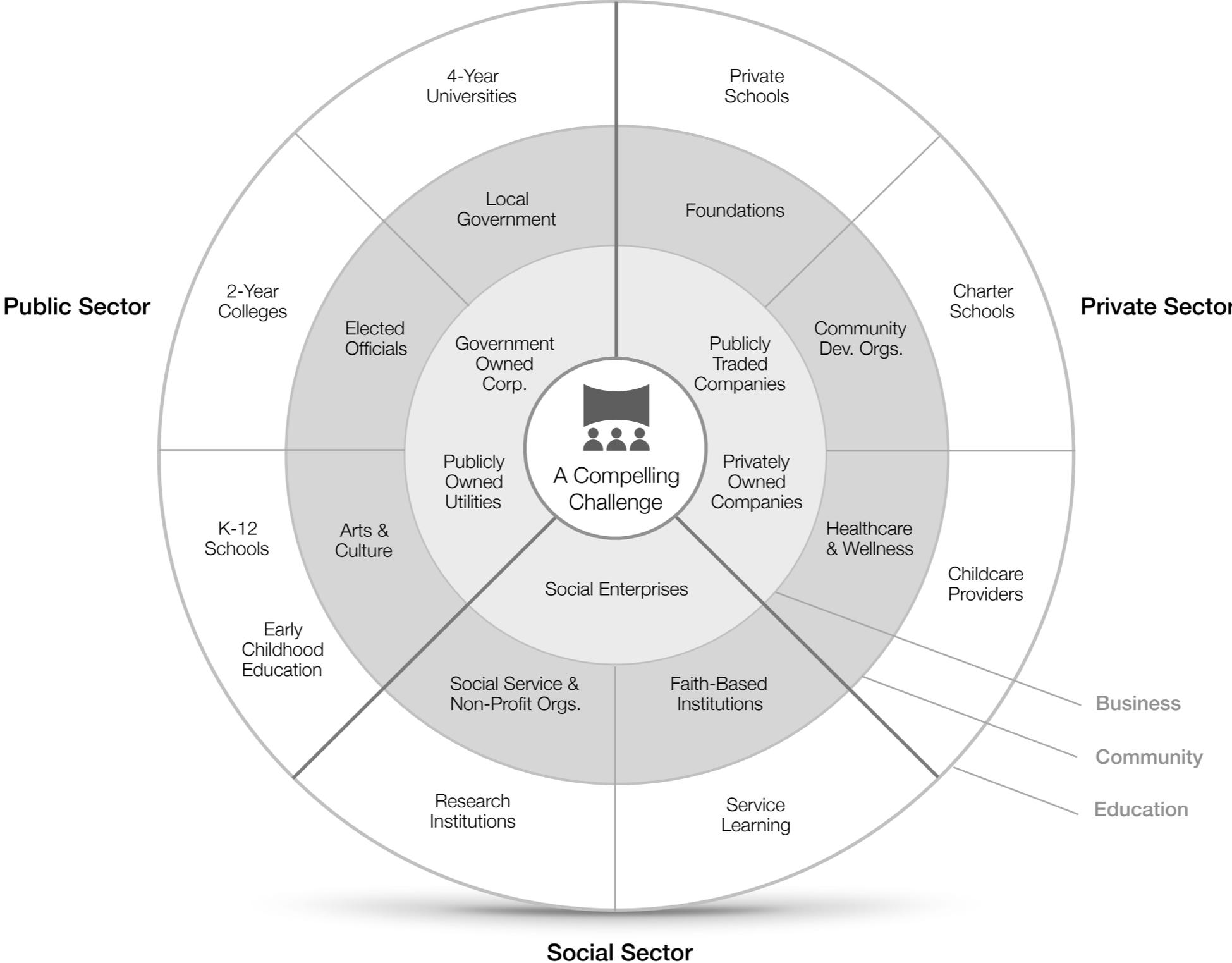
# THE GUIDING TEAM: THE GLUE FOR COLLABORATION

## 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.



# THE COMMUNITY STAKEHOLDER CONCEPT



**Why:**

Help People See the System

THE COMMUNITY CONTEXT

# Collaborative Name

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

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

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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?

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

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

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Where is the appropriate locus of work—neighborhood, community, region, etc.?

## THE COMMON AGENDA AND SHARED OUTCOMES

# Collaborative Name

### 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 COMPELLING CHALLENGE AND PURPOSE OF THE SHARED WORK

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

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What is your own **understanding of the challenge** that brings us together? In short, how would you describe the challenge?

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

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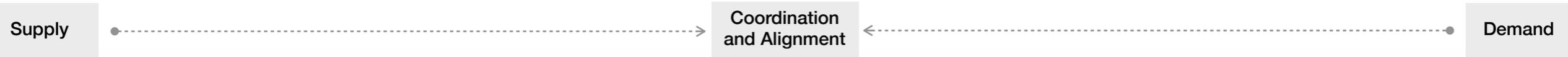
What **outcomes** do you expect the collective work to create?

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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?

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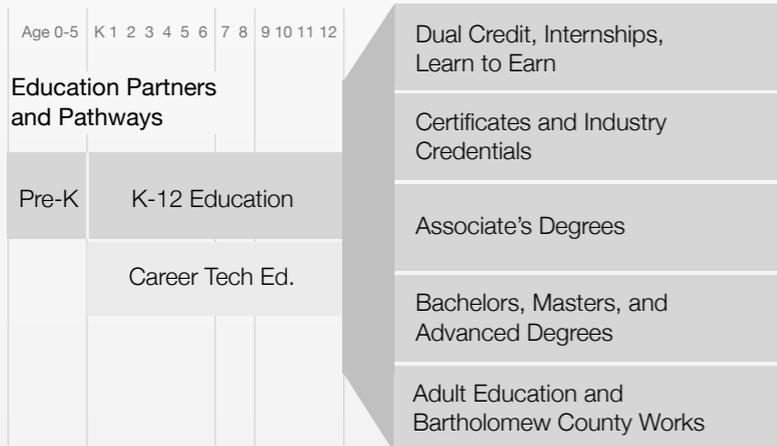




### Attracting Talent

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

### Developing Talent



### 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	Employer Talent Needs: Key Economic Clusters and Strengths			
	Advanced Manufacturing	Engineering	Health Care	Community
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

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**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 the Community**

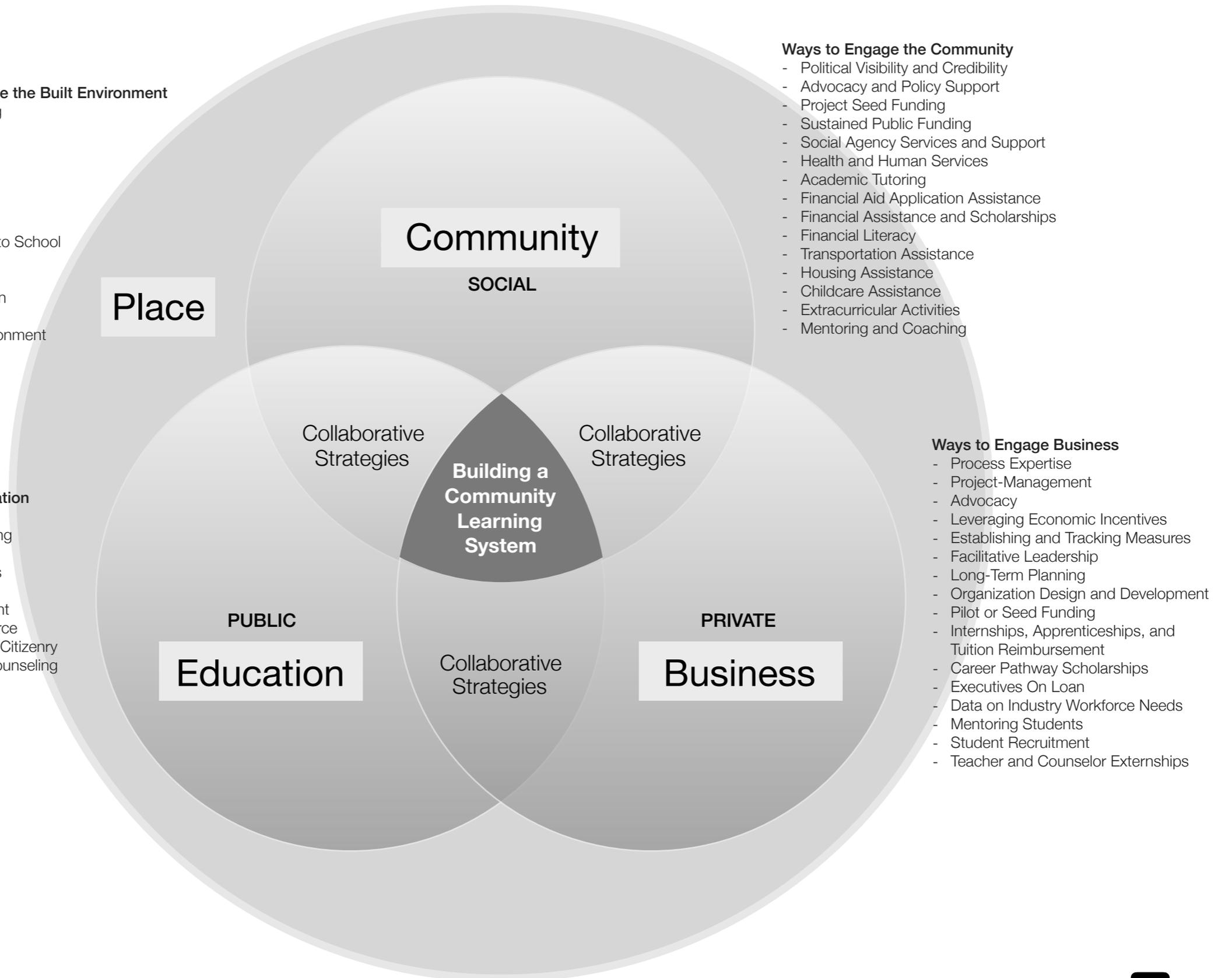
- Political Visibility and Credibility
- Advocacy and Policy Support
- Project Seed Funding
- Sustained Public Funding
- Social Agency Services and Support
- Health and Human Services
- Academic Tutoring
- Financial Aid Application Assistance
- Financial Assistance and Scholarships
- Financial Literacy
- 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
- 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

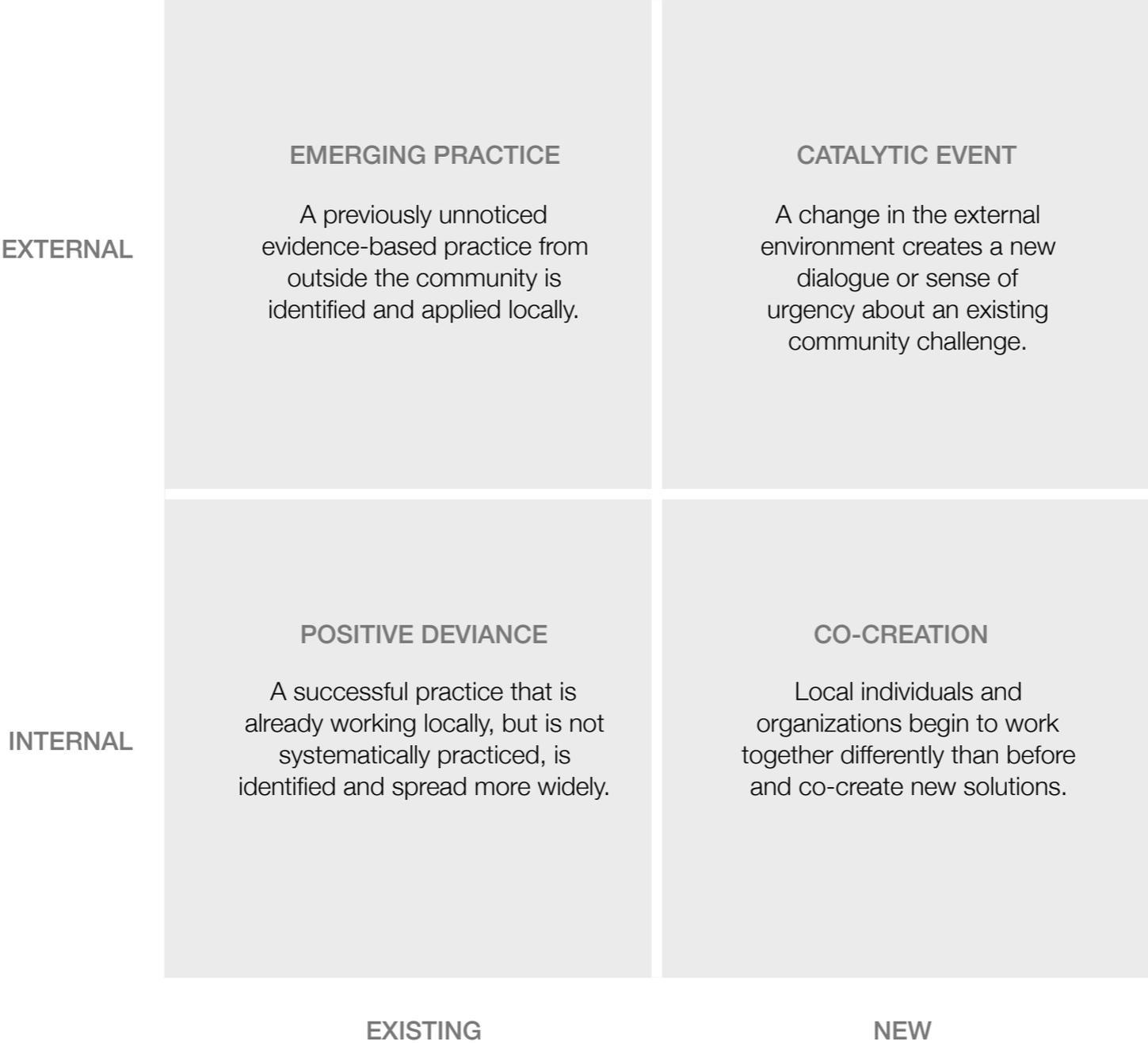
**Ways to Engage Education**

- Career Pathways
- Project-Based Learning
- Service Learning
- Research and Studies
- Faculty Expertise
- Educational Attainment
- Highly-Skilled Workforce
- Engaged Democratic Citizenry
- Academic and Life Counseling
- Career Credentials

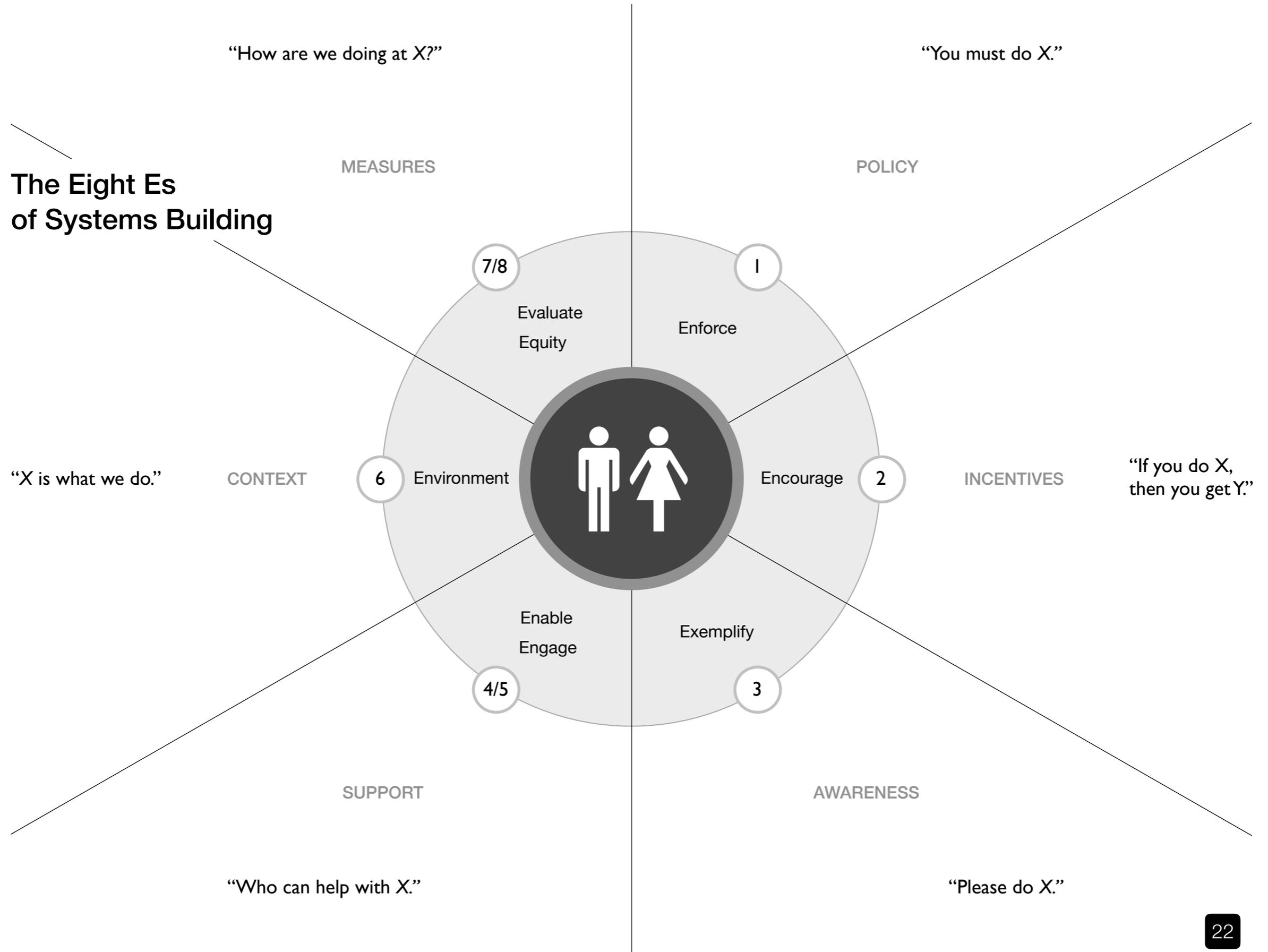


THE COLLECTIVE OPPORTUNITY MAP (“could-be”)

Collaborative Name



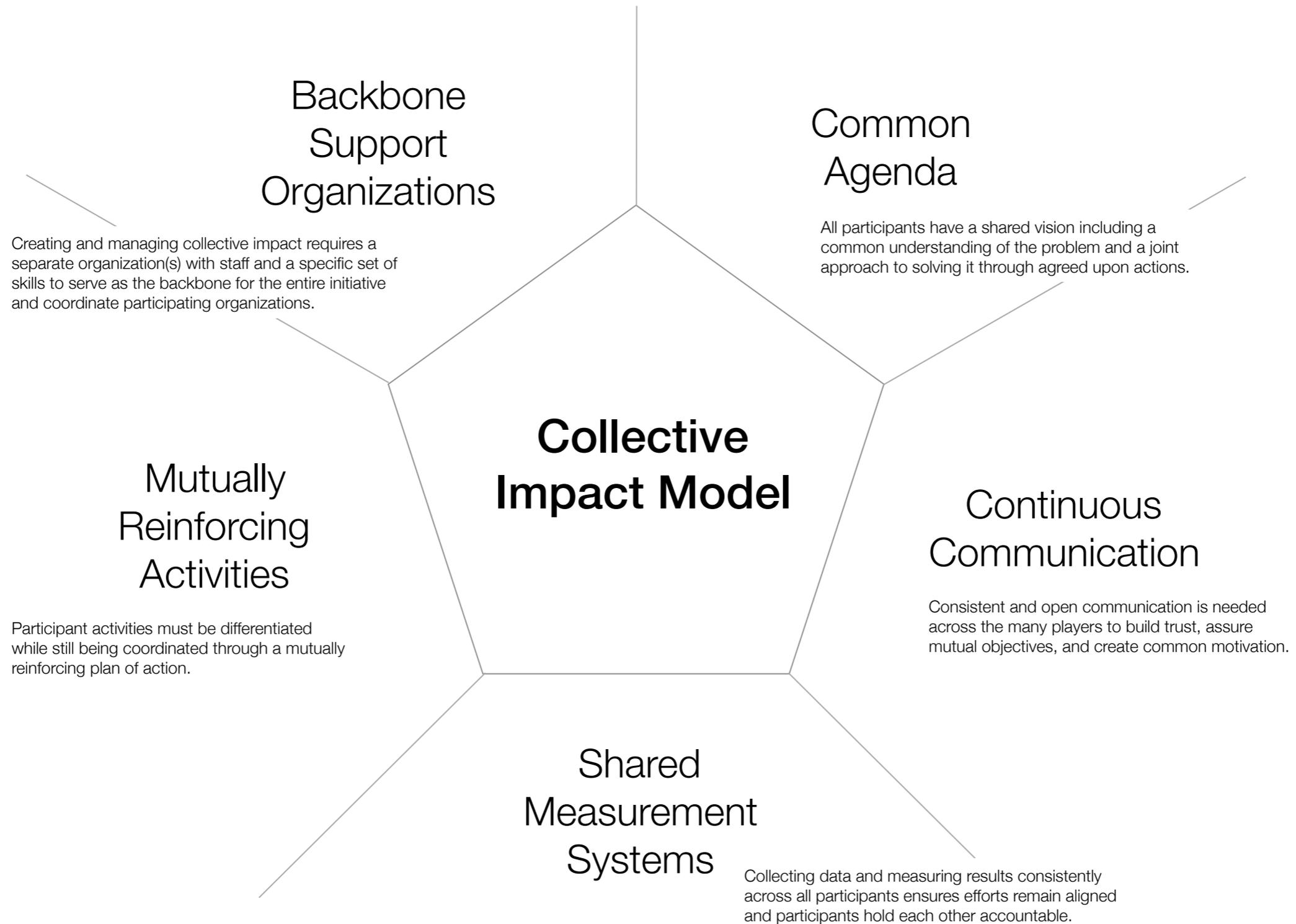
# The Eight Es of Systems Building



**How:**

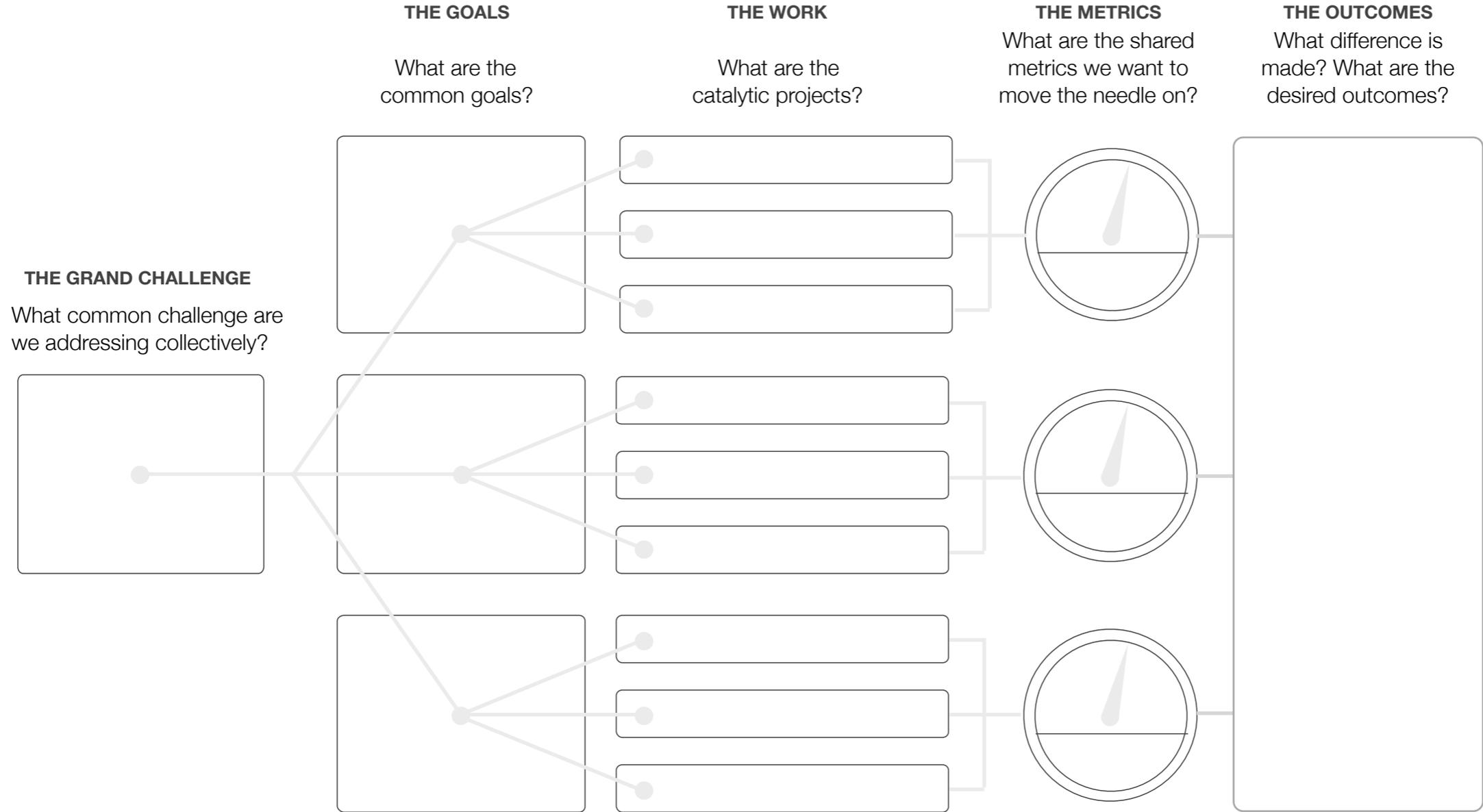
Redesign the System by Changing  
How People Work Together

# THE STRUCTURE OF COLLABORATION



THE STRATEGIC GOAL TREE

Collaborative Name





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.

## WHAT DIFFERENCE DO WE MAKE

The Outcomes and Results

## WHO WE ARE

The Stakeholders

### Education

Bartholomew Consolidated School Corporation\*

Flatrock-Hawcreek School Corporation\*

Ivy Tech Community College\*

IUPUC\*

Purdue College of Technology\*

### Business (100+ Partners)

Cummins Inc.

Columbus Regional Health\*

SIHO Insurance Services

Johnson Ventures

Coca-Cola Bottling Company

Brands Inc.

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.

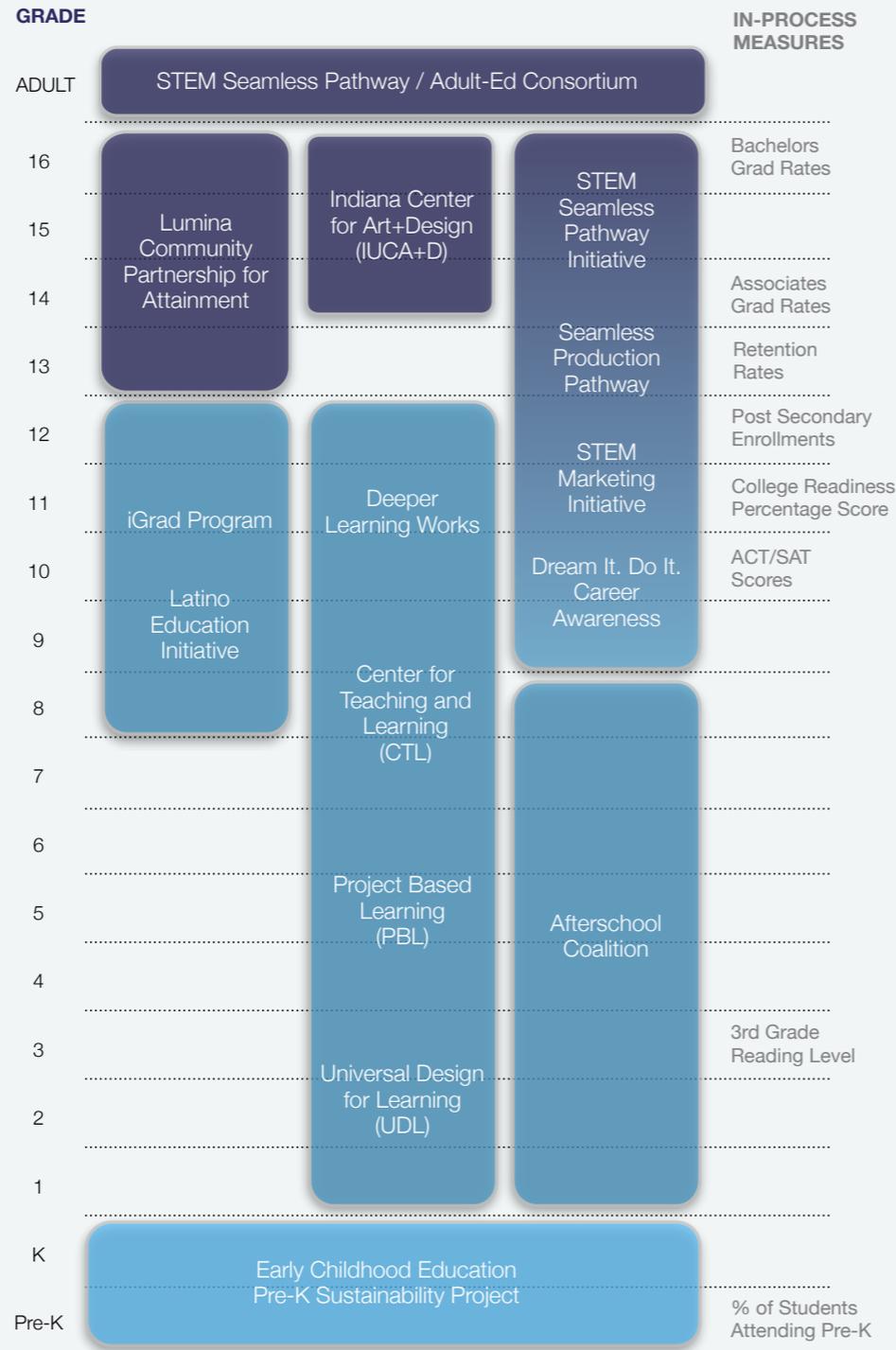
### Regional Partners

EcO15 Ten County Region Network

Institute for Coalition Building

## HOW WE DO OUR WORK

The Projects and Initiatives



## WHAT ARE OUR TARGETS

The Outputs We Measure

Matching Skilled People with Well-Paying Work

UNITS

Well-Paying Jobs #

BASELINE TARGET

xxx 500-700

60% of Adults with Postsecondary Degrees or Certifications by 2025

UNITS

Post-Secondary Attainment %

BASE 3 YR VISION

38.5 43.0 60.0

ACS Census Data 2008-2012

All Students Graduate from High School

UNITS

High School Graduation Rate %

2012 BASE 3 YR VISION

85.0 90.7 98.1

Indiana Department of Education

Adults Age 25+

BASE 3 YR VISION

91.1 94.0 100.0

ACS Census Data 2008-2012

All Children Ready for Kindergarten

UNITS

Kindergarten Readiness %

2013/14 BASE 3 YR VISION

74.0 80.0 95.0

ISTAR-KR, Indiana Department of Education

All data for Bartholomew County, Indiana

### 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

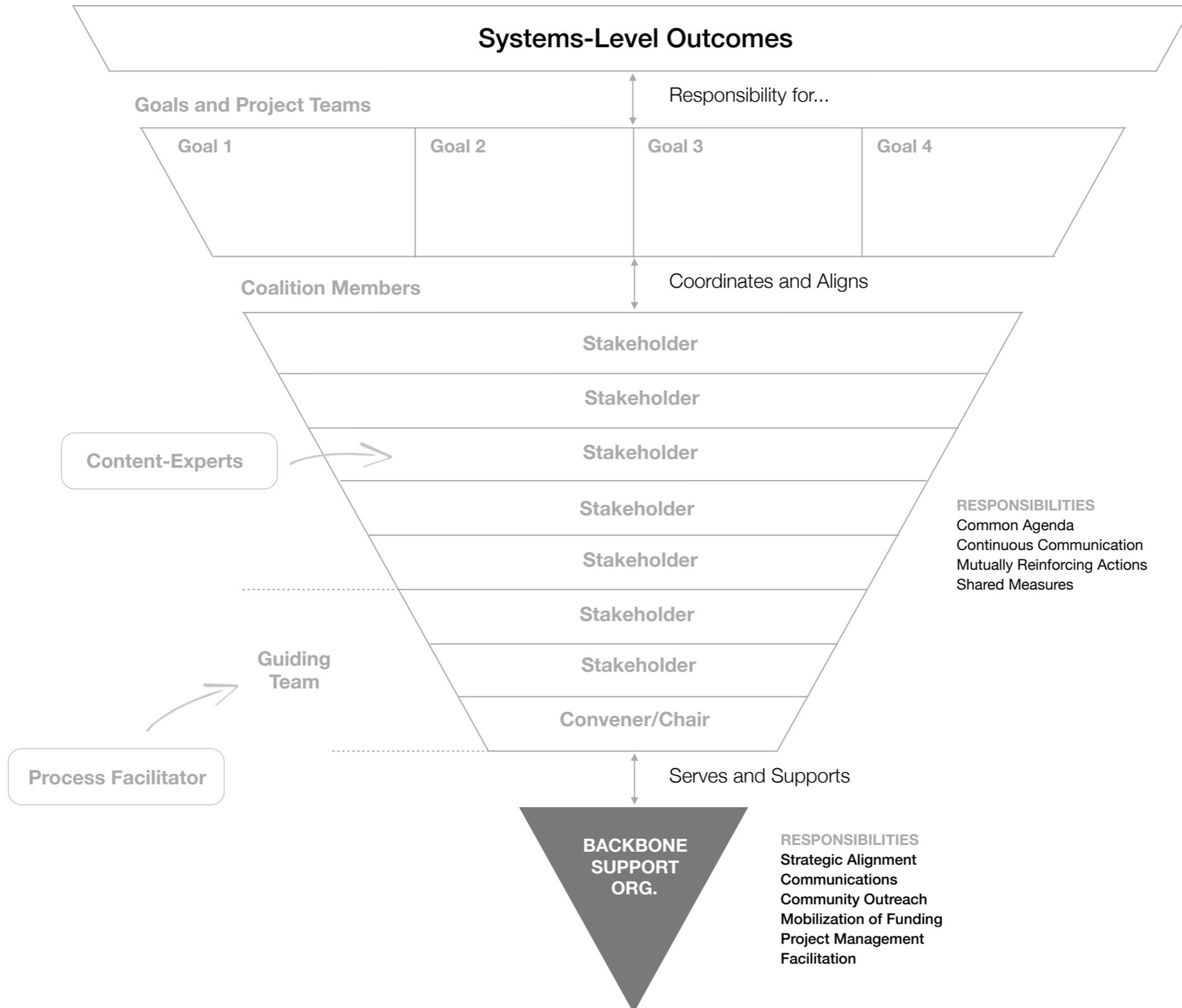
### The Social Benefits

- ▶ 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

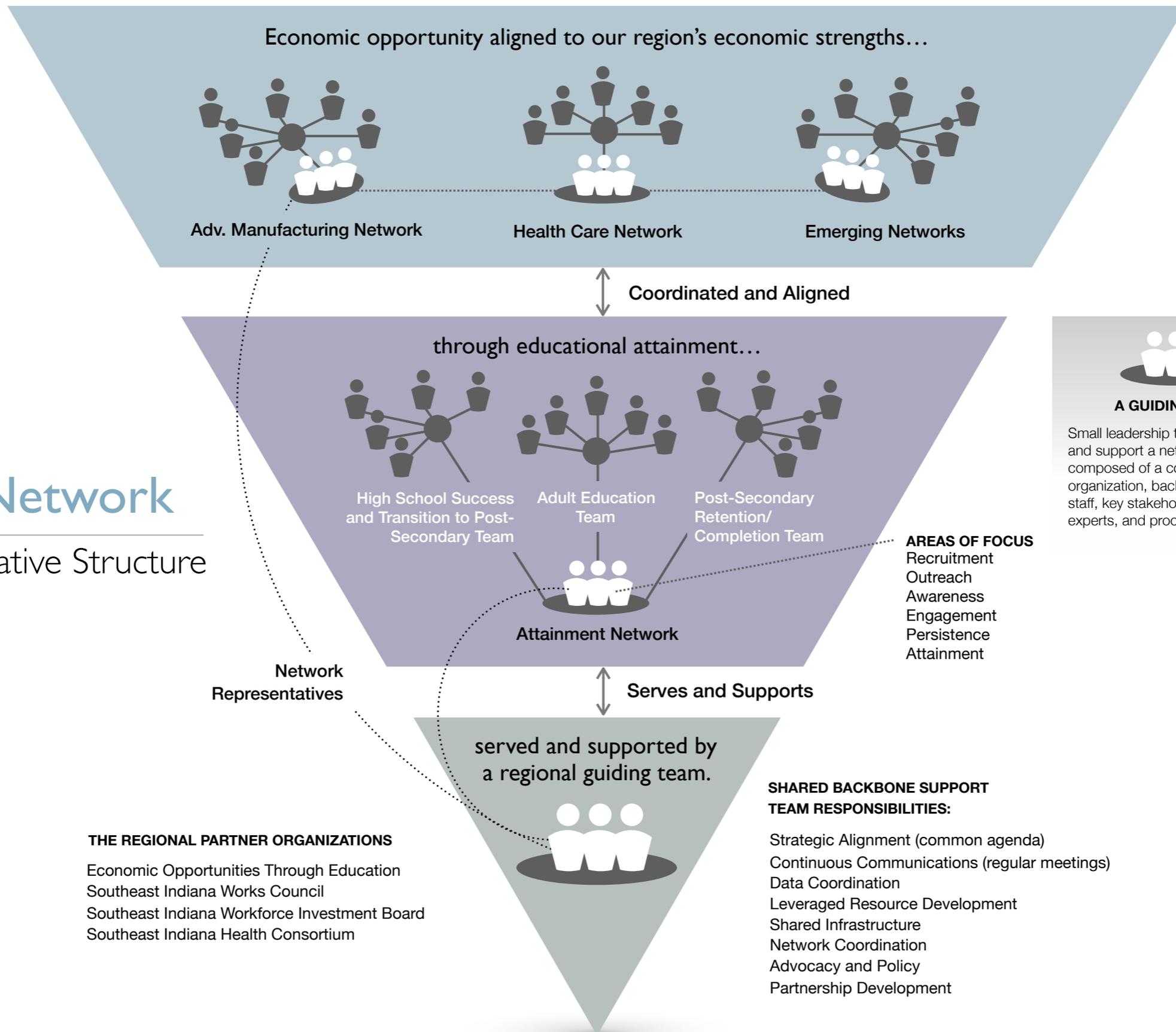
- ▶ Increased educational access, attainment, and success
- ▶ Increased awareness of the value of higher education
- ▶ Higher rates of at-risk youth going to

# THE COALITION STRUCTURE DIAGRAM



# EcO Network

## Collaborative Structure



## 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](http://www.coalitionbuilding.org)

 (812) 350-5061

## Jack Hess, Executive Director for the Institute for Coalition Building

**contact: [jhess@coalitionbuilding.org](mailto: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](mailto: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-intense 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.