

Collective Impact: What is it Really and What Could it Mean for Young People?

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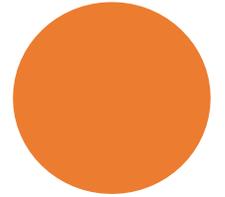
Aspen Institute Forum for Community Solutions

About Us

- The Aspen Institute
- The Forum for Community Solutions

Today We Will Discuss

- Collective Impact
- The Opportunity Youth Forum – An example of a Network that Centers Equity Utilizing a Collective Impact Approach





COLLECTIVE IMPACT FORUM



**10 Years
of
Learning**



Definition of **Collective Impact**, 2011

Collective impact is the commitment of a group of important actors from different sectors to a common agenda for addressing a specific complex problem at scale.





Definition of **Collective Impact Today**

Collective impact

is a network of community members, organizations, and institutions that advance equity by learning together, aligning, and integrating their actions to achieve population and systems-level change



Illustrated by Hugo Herrera



Examining The New Definition

Collective Impact 2011

- Doesn't mention equity
- Emphasizes sectors
- Focuses on common agenda, and specific problem and scale
- Seeks population level (large scale) change



Collective Impact 2024

- Centers equity as the aim of the work
- Emphasizes community members, organizations and institutions
- Focuses on learning together, and aligning and integrating actions
- Seeks population **and** systems level change
- Equity and community engagement are foundational and embedded into definitions and core strategies



Collective Impact Involves Five Key Conditions

Common Agenda

- **Common understanding** of the problem
- **Shared vision** for change

Shared Measurement

- **Collecting data** and **measuring results**
- **Performance management and learning**
- **Shared accountability**

Mutually Reinforcing Activities

- **Differentiated approaches**
- Willingness to **adapt individual activities**
- **Coordination** through joint plan of action

Continuous Communication

- **Consistent** and **open communication**
- Focus on **building trust**

Backbone Support

- Dedicated **staff**
- Resources and skills to **convene** and **coordinate** participating organizations



Define Equity

“Equity is fairness and justice achieved through systematically assessing disparities in **opportunities, outcomes, and representation** and redressing [those] disparities through **targeted actions,**”

Adapted from Urban Strategies Council*



*We have slightly adapted Urban Strategies Council’s definition of equity by adding in the notion of representation



Strategies for Centering Equity in Collective Impact



Ground the work in **data and context**, and **target solutions**



Focus on **systems change**, in addition to programs and services



Shift **power** within the collaborative



Listen to and act **with community**



Build **equity** leadership and accountability

Implementation of these five strategies is woven throughout the original “five conditions” of collective impact



Collective Impact Initiatives Are Unique in Several Ways (1 of 2)

Goal and purpose of the collaboration

- CI work is designed around an agreed upon population level outcome, **not just a common topic or program**
- The partnership pursues a range of strategies to move the needle on the goal
- Focus is on both program improvement and systems change (e.g., policy change, shifting resource flows, changing mental models)

Scale of the partnership

- Collective impact initiatives typically have dozens or more organizations and individuals engaged
- Partners represent a variety of points of view, types of work, and sectors – not just the “usual suspects”



Collective Impact Initiatives Are Unique in Several Ways (2 of 2)

Formality of structure

- Collective impact initiatives have a backbone and formal structure that ensures work moves forward and that different bodies of work are aligned

Engagement of community

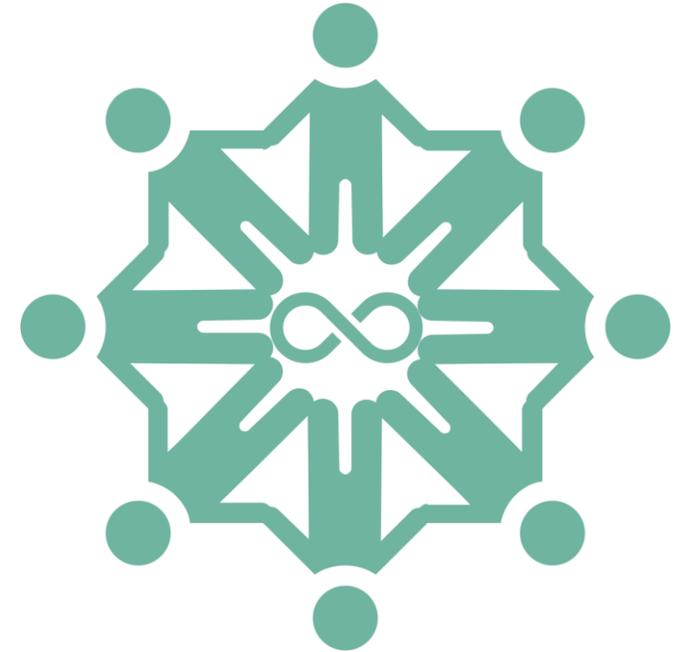
- The engagement and contributions of members of community (family, friends, and neighbors) and people with lived experience is central to collective impact work, and is not always the case in other forms of partnership

Use of data

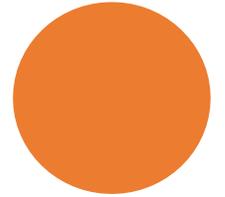
- Using data to learn, improve, and hold each other accountable for progress, is a core element of collective impact and is not often present in other forms of partnership



Collective Impact Is a Set of Practices for Doing Collaborative Systems Change Work, NOT a Fixed Model with Predictable Results



The **Aspen Forum for Community Solutions** implements the **Opportunity Youth Forum** in support of over **40 communities** that are using the **Collective Impact approach** to achieve **better outcomes for youth and young adults.**



About the Opportunity Youth Forum (OYF)

The **Opportunity Youth Forum (OYF)** was launched in 2012 to leverage the new visibility and momentum of the **opportunity youth movement** coming out of the White House Council on Community Solutions, which called for innovative, place-based, collaborative solutions to reconnect the 6 million opportunity youth in the United States at that time.

The Opportunity Youth Forum (OYF) is a network comprised of **over forty local collaborations in urban, rural and tribal communities** across the United States that seeks to build and scale reconnection pathways that achieve better outcomes in education, employment and overall well-being for opportunity youth. **Opportunity Youth** are young adults, 16-24 years of age, who are engaged in neither work nor education.

OYF has a particular focus on taking local action. We focus here because we believe in a future where communities **self-determine** their own vibrant and lasting solutions to the social and economic problems that they face.

OYF 10 Year Impact: OYF Network Growth: nearly doubled in 10 years



OYF SITES

2013: 21 communities

2023: 40 communities

Opportunity Youth Forum (OYF) in Action – Moments from OYF Convening 2023



Monique Miles VP, centers the voices of Youth



Living into the slogan: “Nothing about us without us”



Young leaders bring lived experience to the core of Opportunity Youth Forum’s cross-sector collaborations



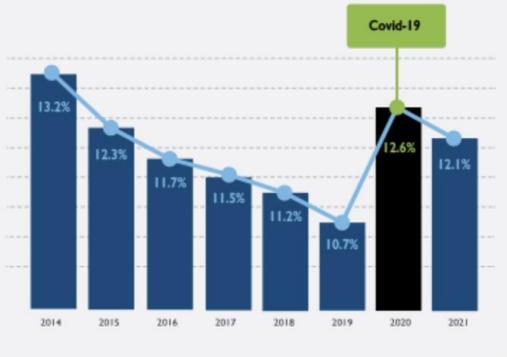
Building a Community of Practice for Belonging, Meaning, Wellbeing, & Purpose



Active in 40 cities and communities around the US

Opportunity Youth Forum Impacts

National Youth Disconnection Rates:
still recovering from effects of Covid-19

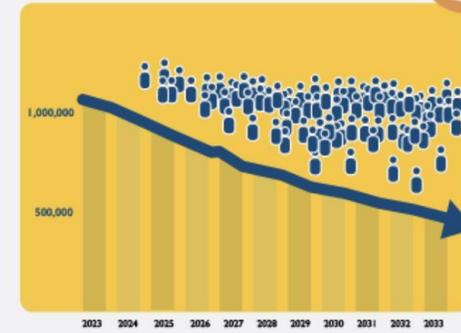


OYF Network Common Measures Progress:
2021 disconnection rates across OYF have not yet returned to pre-pandemic levels

Impact of Covid-19

| OYF Communities | in 2017 | in 2019 | in 2021 | Change from 2-17 to 2021 |
|---|------------------|------------------|------------------|--------------------------|
| Community Disconnection Rate Number of opportunity youth | 11.8% 916,975 | 11.0% 831,463 | 13.0% 970,086 | 1.2 |
| High School Disconnection Rate | 12.3% | 11.4% | 12.4% | 0.1 |
| Postsecondary Disconnection Rate | 21.5% | 20.7% | 25.0% | 3.5 |
| Workforce Disconnection Rate | 12.5% | 11.6% | 15.4% | 2.9 |

500,000 Fewer Opportunity Youth by 2033:
Our 10 year OYF goal



Scaling Our Work to Serve More Youth

One Million OY
Live in the 40
OYF Communities

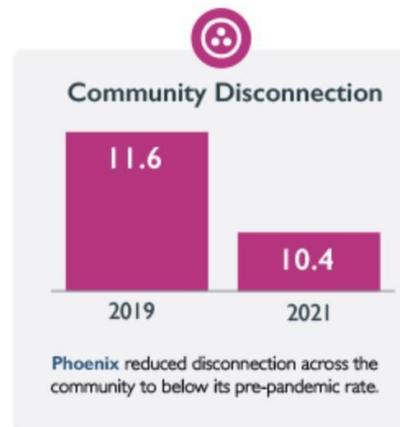
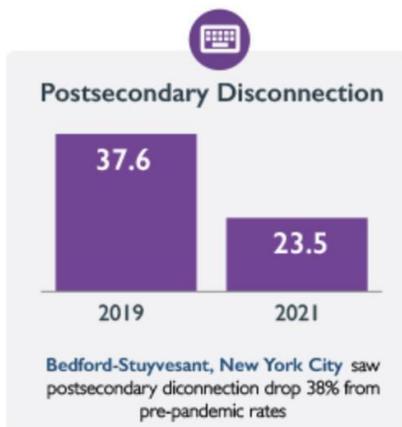
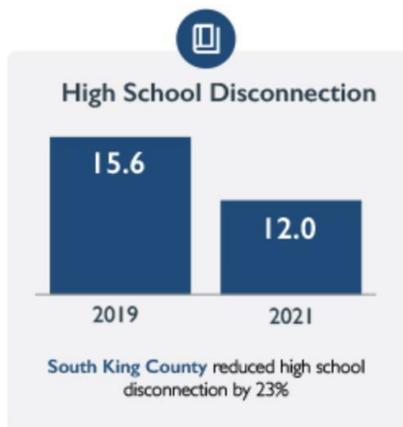
65
MILLION
OYF Collaboratives
Collectively Raise
\$65M Annually to
Support OY.

\$2 Billion
ROI Every
Year

We estimate that OYF every year generates a \$2 Billion ROI, based on increased lifetime benefits and reduced costs of young adults who become re-connected to school and work.

OYF Partnership Successes

OYF collaboratives are improving youth outcomes and increasing opportunities and connecting young people to pathways toward economic mobility. Many are defying national trends and seeing disconnection rates that are below pre-pandemic levels per the OYF Common Measures.



\$30 MILLION

The Los Angeles OY Collaborative successfully advocated for \$30 million in public funds for postsecondary education for opportunity youth and foster youth at Los Angeles City College. As part of COYN, the statewide OY advocacy network, they helped to pass a new state law that creates a statewide plan to comprehensively meet the needs of opportunity youth.

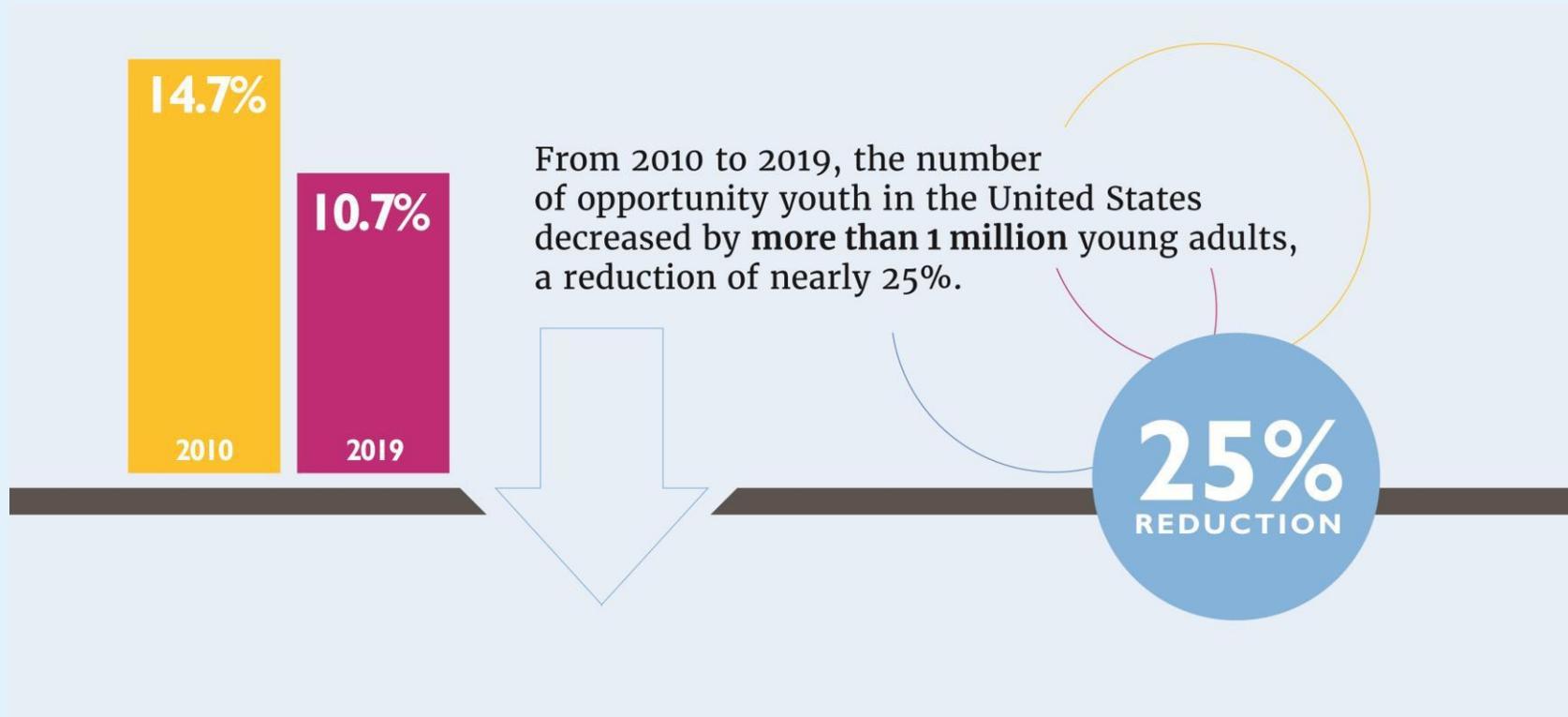
Disconnection Task Force
The Newark OY Network successfully advocated for the recent passage of New Jersey's Youth Disconnection Prevention Bill which establishes a statewide Disconnection Prevention Task Force.

\$2.5 MILLION
The Greater Houston OY Collaborative secured \$2.5 million in Workforce Innovation and Opportunity Act funding to expand services for opportunity youth.

Tuition Free College
The Boston OY Collaborative successfully advocated for expansion of their city's Tuition Free Community College program to better meet the needs of OY, including the removal of GPA requirements, expanded eligibility, debt relief and new certificate programs.

\$20 MILLION
The OY Action Hawaii collaborative was awarded \$20 million to replace youth incarceration with a Native Hawaiian restorative system.

OYF 10 Year Impact: OY Movement Success: 1 Million Fewer OY



Next Movement Goal: Decrease the number of OY by 50%, by 2033

OYF 10 Year Impact: We have successfully prioritized racial equity

Racial equity is at the core of OYF work and we emphasize supports for young adults of color

While **56%** of all OY in the U.S. are people of color...

77%

of OY in OYF communities are people of color

88%

of those in OYF partner direct services are people of color



Belonging, Meaning, Wellbeing, and Purpose “North Star”

- The next phase of work is aimed at deepening impact across all four **Common Measures**, including advancing systems change and influencing narrative change
- We will invest in **BELONGING, MEANING, WELLBEING, and PURPOSE (BMWP)** interventions as priorities for the network, youth serving systems and the field.
- We seek to **infuse BMWP into the interventions, pathways, structures, (eco)systems and narratives that serve young people**. We will document and codify pathway innovations and prototypes with potential to scale through public investment. We will develop and implement a robust systems change and narrative change strategy.

Belonging



- A sense of belonging – is a fundamental human need that predicts numerous mental, physical, social, economic, and behavioral outcomes.
- Numerous studies demonstrate a strong sense of belonging improves education, workforce, health and resiliencies outcomes.

Belonging means having a **meaningful voice and the opportunity to participate** in the design of political, social, and cultural structures that shape one's life — the right to both contribute and make demands upon society and political institutions.

—Othering and Belonging Institute

Meaning-Making

Meaning-making interventions targeting individuals' beliefs can have positive long-term impacts on behavior and life outcomes- including education, workforce, income and happiness.

"Meaning-making interventions, unlike those focused on improving "skills", are focused on improving the identity-related meaning that youth apply to both themselves and the contexts in which they strive to succeed and overcome challenges."
- Arnold Chandler



Unconscious meanings can suppress latent abilities...

Those with stigmatized racial and ethnic identities who are flooded with various stereotypical messages can answer those existential questions in ways that suppresses latent abilities."



Wellbeing



Nothing for us, without us.”

It is trauma informed, the presence of intergenerational and individual trauma impacts wellbeing.”



Wellbeing is the journey to achieve balance in everyday life- juggling school and work, family and friends- the wants and needs, amongst financial constraints. Wellbeing is a consideration towards being at peace with the multiple pressures.

Wellbeing includes a recognition of intergenerational and individual trauma from racism- recognizing that these factors are at the root cause for the lack of wellbeing.

-Youth and Young Adult Wellbeing Project, Fresh Tracks at Forum for Community Solutions

Supported by Annie E Casey Foundation

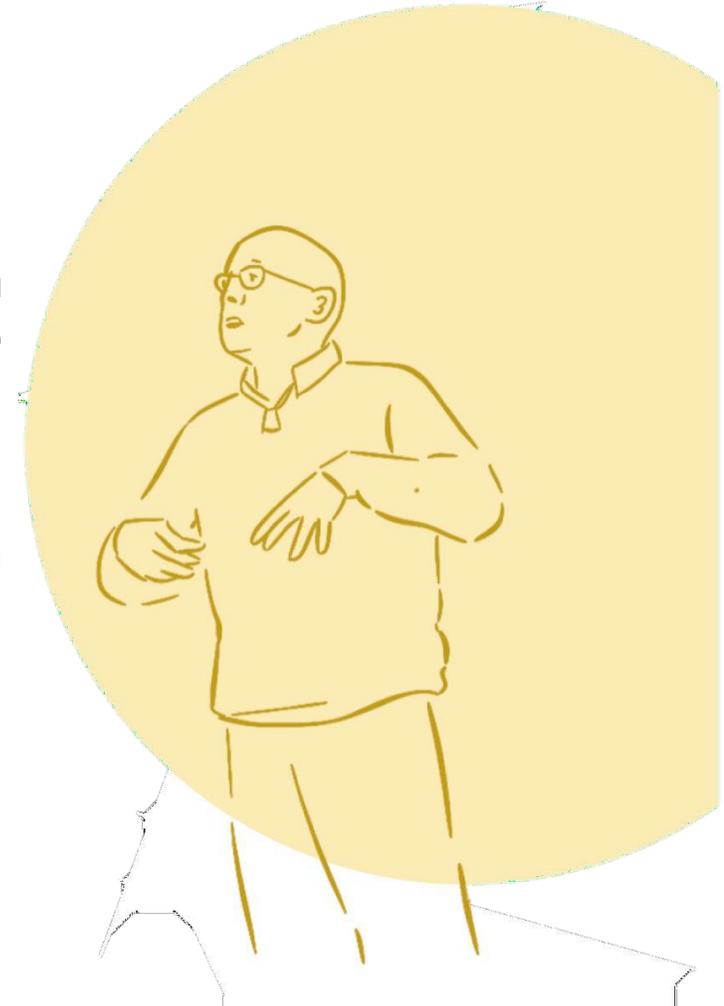
Purpose

Purpose Definition: What really, truly matters in the long run; what is important. How what matters impacts choices and how behaviors align with what matters most in the long run (adapted from Whole Health Institute).

A sense of purpose is integral to the human experience, says Anthony L. Burrow, Professor of Human Development at Cornell University. **“Purpose is a forward-looking directionality, an intention to do something in the world,”** he says. “It’s different than a goal, which can be accomplished.

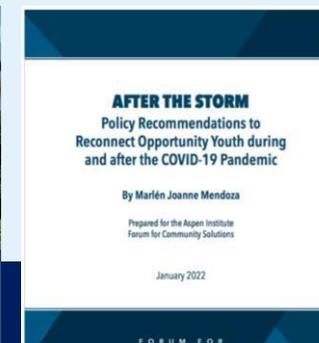
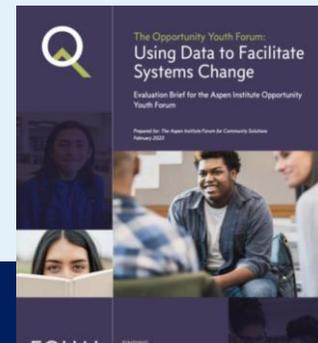
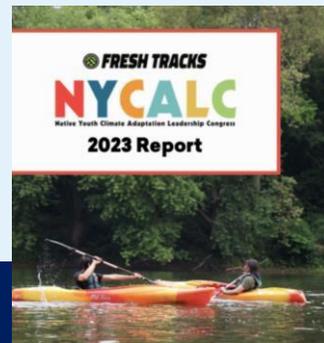
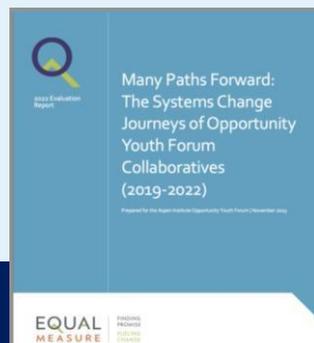
Having a sense of purpose brings lifelong benefits, Burrow explains. Research has shown that purposeful people actually tend to live longer and are less sick.

“The findings are mind-blowing”



Recent Field Facing Products & Tools

- [Many Paths Forward: The Systems Change Journeys of OYF Collaboratives](#) – Equal Measure, August 2023
- [Native Youth Climate Adaptation and Leadership Congress Report](#) – FreshTracks, August 2023
- [Youth & Young Adult Wellbeing](#) – FreshTracks, April 2023
- [Using Data to Facilitate Systems Change](#) – Equal Measure March 2023
- [Boosting Capacity to Drive Equitable Systems Change](#) - Equal Measure, January 2023
- [Using Data to Facilitate Systems Change](#) - Equal Measure, March 2023
- [Youth and Young Adult Wellbeing](#) – Fresh Tracks, April 2023
- [Fresh Tracks 2020 – 2021 Annual Report](#) – FreshTracks, March 2022
- [Working in Partnership with Opportunity Youth](#) – Stanford Social Innovation, January 2022
- [After the Storm: Policy Recommendations to Reconnect OY During and After the Covid-19 Pandemic](#) – Aspen Forum for Community Solutions, January 2022
- [Three Practices for Accelerating Systems Change](#) – Equal Measure, May 2022
- [Financial Well-Being & Wealth-Building for Opportunity Youth](#) – Forum For Community Solutions, June 2022





When Does Collective Impact Make Sense?



Collective Impact Is Not Always the Most Appropriate Approach

Collective Impact May Make Sense When...

- ✓ The change you seek to influence is **population or systems level**
- ✓ Addressing the issue will require residents, leaders, and organizations from **across sectors or systems**
- ✓ Addressing the issue will require **different kinds of interventions or strategies** at the systems level – in addition to improvement of programs and services
- ✓ There is sufficient **trust and ability to collaborate** across groups to move the change – instead of having to rely on other approaches for change



Collaboratives Have Found Certain Pre-Conditions Helpful in Advance of Launching a Collective Impact Effort



Influential Convenors



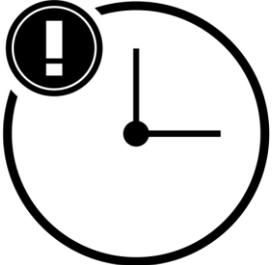
Commitment to Equity



Availability of Resources



Urgency for Change



Basis for Collaboration and Trust





Resources and Learning More



COLLECTIVE IMPACT **ACTION SUMMIT**

April 30 - May 2, 2024

Our largest learning event of the year

- **30+ sessions sharing strategies supporting equitable collaboration**
- **Closing keynote on the power of movement building**
- **Delivered all online**



Research on Collective Impact Has Added to the Field's Understanding



Published earlier this year from Spark Policy Institute and ORS Impact, the research study **When Collective Impact Has an Impact** examined the question:

- *“To what extent and under what conditions does the collective impact approach contribute to systems and population changes?”*

- 25 sites were studied, with 8 case studies
 - Overall, **20 of the 25 sites showed evidence of population change**, including Education (graduation rates), Health (obesity), and Economic (jobs)
 - For all 8 case study sites, collective impact **undoubtedly contributed** to the desired population change

The full report is available for free download at collectiveimpactforum.org

Collective Impact, 10 Years Later: 15 Unique pieces



[Centering Equity in Collective Impact](#), By [John Kania](#), [Junious Williams](#), [Paul Schmitz](#), [Sheri Brady](#), [Mark Kramer](#) & [Jennifer Splansky Juster](#)

[Interview: Bringing an Anti-Racist Approach to Collective Impact](#), By [Zea Malawa](#) & [Miya Cain](#)

[Roundtable: Reflecting on Collective Impact for Place-Based Social Change](#), By [Melody Barnes](#), [Jennifer Blatz](#), [Geoffrey Canada](#), [Rosanne Haggerty](#) & [Erik Stegman](#)



[10 Dangers to Collective Impact](#), By [Paul Schmitz](#)

[Centering Racial Justice and Grassroots Ownership in Collective Impact](#), By [Kat Allen](#), [Rachel Stoler](#), [Keyedrya Jacobs](#), [Ilana Gerjuoy](#), [Sage Shea](#) & [Leigh-Ellen Figueroa](#)

[Using Data to Disrupt Systemic Inequity](#), By [Jennifer Blatz](#)

[Data in Collective Impact: Focusing on What Matters](#), By [Justin Piff](#)



[Power and Collective Impact in Australia](#), By [Kerry Graham](#), [Liz Skelton](#) & [Mark Yettica Paulson](#)

[How Field Catalysts Accelerate Collective Impact](#), By [Sylvia Cheuy](#), [Mark Cabaj](#) & [Liz Weaver](#)

[How Funders of Collective Impact Initiatives Can Build Trust](#), By [Victor Tavaréz](#), [John Harper](#) & [Fay Hanleybrown](#)

[Roundtable: Embracing Collective Impact at United Way](#), By [Ayeola Fortune](#), [Jill Pereira](#), [Bill Crim](#) & [Regina Greer](#)



[The Relational Work of Systems Change](#), By [Katherine Milligan](#), [Juanita Zerda](#) & [John Kania](#)

[Working in Partnership With Opportunity Youth](#), By [Monique Miles](#) & [Lili Allen](#)

[The Leading Edge of Collective Impact: Designing a Just and Fair Nation for All](#), By [Michael McAfee](#)

[A Learning Agenda for Collective Impact](#), By [Jennifer Splansky Juster](#) & [Cindy Santos](#)



Collective Impact Resources

Foundational Resources on Collective Impact



- *Collective Impact* (2011) – From FSG, defines the five core conditions of collective impact and provides examples of successful initiatives in several sectors
- *Channeling Change: Making Collective Impact Work* (2012) – FSG’s follow on, offering advice on implementing the principles of collective impact, using examples from the field
- *When Collective Impact Has an Impact: A Cross-Site Study of 25 Collective Impact Initiatives* (2018) – Published by ORS Impact and Spark Policy Institute, this research explores “To what extent and under what conditions does the collective impact approach contribute to systems and population changes?”
- *Centering Equity in Collective Impact* (2021) – From the Collective Impact Forum, redefines collective impact to put equity at the center, and describes 5 strategies for how to center equity

Other resources on the practice of Collective Impact



- *Guide to Evaluating Collective Impact* (2014) -- Offers advice on performance measurement and evaluation in the context of collective impact. Includes four mini-case studies as well as sample evaluation questions, outcomes, and indicators
- A range of toolkits and other resources for the backbone, steering committee and working groups can also be found on www.collectiveimpactforum.org

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