

THE CALIFORNIA COLLABORATIVE ON DISTRICT REFORM

LEVERAGING PARTNERSHIPS TO IMPROVE COMMUNITY OUTCOMES: COLLECTIVE IMPACT

THURSDAY, MARCH 23 AND FRIDAY, MARCH 24
SAN BERNARDINO CITY UNIFIED SCHOOL DISTRICT
INDIAN SPRINGS HIGH SCHOOL
650 NORTH DEL ROSA DRIVE
SAN BERNARDINO, CA

MEETING AGENDA

DAY I: THURSDAY, MARCH 23

- 8:30 am **Breakfast.** Light breakfast will be available in the library in Building A.
- 9:00 am **Convene Meeting.** Jennifer O'Day will convene the meeting with opening remarks, introductions, and an overview of the agenda. Superintendent Dale Marsden will welcome the group to San Bernardino City Unified School District (SBCUSD).
- 9:20 am **Reflections from Oakland.** Devin Dillon, Interim Superintendent of Oakland Unified School District, will share an update with the group about developments in Oakland since the Collaborative met there in December 2016.

SESSION I

What is Collective Impact, and Why Is It Needed?

Collective Impact is an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organisations and citizens to achieve significant and lasting social change.
(Kania & Kramer)

- 9:35 am **Setting the Context.** The meeting will begin with presentations from SBCUSD and Oceanside USD leaders about their respective community and district contexts, the local challenges that have led them to adopt a “collective impact” strategy, and the general approach they have taken to moving this strategy forward in their specific setting. The purpose of this session is to frame the meeting by developing common language around collective impact as an approach, setting the stage for the important role of context in the design and implementation of that approach, and introducing some of the paradigm shifts required for a successful collective impact effort.
- 10:45 am **Understanding the partnership in practice.** Following the opening presentations from SBCUSD and Oceanside USD, meeting participants will tour Indian Springs High School to better understand how collective impact plays out in the student experience in their high school pathways. SBCUSD community partners will lead participants on the tour and explain how they work together with the district to shape this experience.

11:45 am **Lunch.**

SESSION II

Agreeing on a Common Agenda

12:30 pm **Panel of Community Partners.** A fundamental condition for collective success is a shared vision for change. This session will explore strategies for developing common goals to drive collective impact initiatives. It will also examine the challenges and opportunities associated with securing formal commitments from all partners to pursue the mutually reinforcing activities that enable a collective impact effort to thrive. A panel of community partners in San Bernardino and Oceanside will discuss the north star that drives their respective collective impact initiatives and the commitments required to pursue their common agenda.

SESSION III

Designing Shared Measurement Systems

1:45 pm **Learning from More Mature Collective Impact Efforts.** One of the features of collective impact that distinguishes it from other forms of collaboration is agreement on the measures that will provide evidence of progress and success. Community and district partners face the challenge of agreeing on these indicators, finding efficient ways of collecting and analyzing them, and developing the internal capacity to use them effectively. Robert Munding of the Commit! Partnership in Dallas County and Sheila Thornton of the Coachella Valley Economic Partnership will share experiences and insights from their work across organizations, followed by a discussion about the implications for work in Oceanside, San Bernardino, and other communities in which Collaborative members work.

3:15 pm **Break.**

SESSION IV

Exploring Specific Problems of Practice for Collective Impact Success

3:30 pm **Consultancies.** Districts face multiple challenges as they embrace collective impact strategies. Day 1 will conclude with consultancy panels in which participating district leaders will share a problem of practice related to collective impact implementation in their own context and receive feedback from Collaborative members on their strategies for addressing that problem or challenge. The consultancy groups will use the protocol employed in previous Collaborative meetings to guide these discussions.

Following the conversations in small groups, the full group will then reconvene as SBCUSD and Oceanside USD district leaders reflect on their key takeaways from the consultancies.

5:15 pm **Summary and Reflection on the Day's Discussion.**

5:30 pm **Adjourn for the Day.**

6:30 pm **Reception Followed by Dinner** at The Castaway.

DAY 2: FRIDAY, MARCH 24

- 8:30 am **Breakfast.** Light breakfast will be available in the library in Building A.
- 9:00 am **Collaborative Updates.** We will begin the day with a brief update on current Collaborative projects in support of our members.

SESSION V

Identifying a Backbone Organization

- 9:15 am Literature on collective impact emphasizes the importance of a backbone organization with staff dedicated to the initiative that can guide vision and strategy, facilitate the alignment of mutually reinforcing activities, design shared measurement systems and practices, build public support, and coordinate funding. In both SBCUSD and OUSD, the school districts have to this point taken on the backbone role. Other examples of collective impact across the country, however, often organize the work through an independent organization. This session will examine the implications of leading collective impact from the school district, including advantages and disadvantages of this approach and possible alternatives.
- 10:30 am **Break.**

SESSION VI

Building Capacity to Engage in Collective Impact Work

- 10:45 am **Discussion Among District and Community Leaders.** As school districts and other community partners begin to engage in collective impact work, they often enter uncharted territory. The responsibility of partnering with other organizations that have traditionally operated in isolation from one another may require new skills in facilitation and collaboration. A set of district and community leaders will discuss the skillsets and leadership commitment needed to engage in collective impact work, the challenges of building the required capacity, and the ways in which districts and their partners resolve them.
- 11:45 am **Lunch.**
- 12:15 pm **Funder Fishbowl.** In addition to leadership capacity needs, the logistical demands of coordination, combined with the costs of new initiatives designed to serve the local community, may require new—and ongoing—financial resources. A fishbowl conversation among funders will explore some of the opportunities introduced by collective impact efforts as well as some of the obstacles to securing and coordinating financial support.

SESSION VII

Identifying Next Steps for the Collaborative

- 1:15 pm **Key Takeaways and Next Steps.**
- 1:45 pm **Summary and Reflection on the Day's Discussion.**
- 2:00 pm **Adjourn Meeting.**

