Creating Equity

Toward a Shared Vision

Diversity asks: who’s in the room

Equity responds: who’s trying to get in the room but can’t and whose presence in the room is under constant threat of erasure

Inclusion asks: has everyone’s ideas been heard?

Justice responds: whose ideas won’t be taken seriously because they aren’t in the majority

APPLYING A COLLECTIVE IMPACT FRAMEWORK AND REGIONAL PERSPECTIVE TO SYSTEMS CHANGE

HARNESSING THE POWER OF NETWORKS TO INCREASE COLLEGE COMPLETION IN THE INLAND EMPIRE/DESERT REGION

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GROWING INLAND ACHIEVEMENT
Working Together for Inland Educational & Economic Success

California Guided Pathways
GIA is a **collective impact collaborative** whose mission is to... **Improve the long-term economic outlook of the Inland Empire region of Southern California through improving educational attainment rates.**

<table>
<thead>
<tr>
<th>WHO WE ARE</th>
</tr>
</thead>
<tbody>
<tr>
<td>K12</td>
</tr>
<tr>
<td>Community colleges</td>
</tr>
<tr>
<td>Public universities</td>
</tr>
<tr>
<td>Private colleges</td>
</tr>
<tr>
<td>Workforce organizations</td>
</tr>
<tr>
<td>Community partners</td>
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<td>Govt agencies</td>
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<td>Faith groups</td>
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<td>Funders</td>
</tr>
<tr>
<td>Etc.</td>
</tr>
</tbody>
</table>
What is Collective Impact

Collective Impact occurs when a group of people from different sectors commit to a common agenda for solving a complex social problem at scale.
<table>
<thead>
<tr>
<th>Collecting Impact: Structured Approach to Large-Scale Problem Solving that Includes Five Key Elements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Common Agenda</strong></td>
</tr>
<tr>
<td>• Common understanding of the problem</td>
</tr>
<tr>
<td>• Shared vision for change</td>
</tr>
<tr>
<td><strong>Shared Measurement</strong></td>
</tr>
<tr>
<td>• Measuring results using shared metrics</td>
</tr>
<tr>
<td>• Focus on performance management</td>
</tr>
<tr>
<td>• Shared accountability</td>
</tr>
<tr>
<td><strong>Mutually Reinforcing Activities</strong></td>
</tr>
<tr>
<td>• Differentiated approaches</td>
</tr>
<tr>
<td>• Coordination of diverse stakeholders through joint plan of action</td>
</tr>
<tr>
<td><strong>Constant Communication</strong></td>
</tr>
<tr>
<td>• Consistent and open communication</td>
</tr>
<tr>
<td>• Focus on building trust</td>
</tr>
<tr>
<td><strong>Backbone Support</strong></td>
</tr>
<tr>
<td>• Dedicated staff</td>
</tr>
<tr>
<td>• Resources and skills to convene and coordinate participating organizations</td>
</tr>
</tbody>
</table>
1. Common Agenda
Participants have a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed upon actions

- Among the Inland Empire’s 4.5M people, 17% live in poverty and 1.84M belong to families who are working poor.

- Only 4 in 10 jobs pay enough for working families to make ends meet, and far fewer Hispanics and African Americans reach this threshold.

- The IE is 51% of the population Hispanic and growing, yet 2x as many have no postsecondary education compared to non-Hispanic whites.

- Students in the IE are less likely to earn college degrees than the rest of CA: Our region has the lowest 3-year community college completion rate (22.5%) across the state, and less than 30% have an associate degree or above.

Our Shared Vision for Change: By 2035, San Bernardino and Riverside Counties will be widely recognized for our well-educated workforce, thriving communities, and vibrant economy that create prosperity for all.
2. Shared Measurement

Identify common metrics for tracking progress toward the common agenda across organizations, provide platforms to share data, discuss learnings, and improve strategy and action.

- Telling the story
- Enabling coordination & collaboration
- Tracking progress toward a shared goal
- Improving data quality
- Learning & course correction

Catalyzing action
Sharing accountability

Shared Measurement

- Understanding what progress we are making?
- Asking how this information can help us make better decisions?

- Measuring the impact of a single organization or intervention
- Meant to be punitive
- Meant to foster competition
- A once-a year-report
3. Mutually Reinforcing Activities
A diverse set of stakeholders, across sectors, coordinate a set of differentiated activities through a mutually reinforcing plan of action.

Action Network Teams (ANTs):

- Cross-sections of front-line educators & administrators, service providers, community members, businesspeople, etc.
- Diagnose and prioritize problems in postsecondary and workforce success.
- Teams self-determine creative ways to collaboratively solve identified problems.
- Each team organically develops and then implements tactical plans.

GIA provides coordinating support.

- Adult & Professional Education ANT
- Equity ANT
- Financial Aid ANT
- College & Career Readiness ANT
- Data ANT
- Transfer ANT
- More ANTS TBD...
4. Constant Communication
Building trust and relationship among all participants

- Build relationships
- Be accountable
- Be transparent
- Build community capacity
- Be patient
5. Coordinating (aka Backbone) Support
Orchestrating and supporting the work of the network

**WHAT WE DO**

- Underscore Equity Mindedness
- Advance policy
- Facilitate technical assistance
- Support shared measurement practices
- Build public will
- Facilitate professional development

- Guide vision and strategy
- Support aligned activities
- Coordinate Action Network Teams (ANTS)
- Distribute $$$ via Innovation Awards
- Organize convenings
- Mobilize & leverage funding

*Herding Cats*

*It CAN be done*
Alone we are strong; Together we are STRONGER
Guided Pathways Coordinator Role

Regional Workshops

Targeted In Person Support

Regional Coordinators (Inland Empire/Desert)

Communities of Practice

Tools (Vision Resource Center)

*Slide designed by Laura-Lara-Brady; Guided Pathways Regional Coordinator, Central Valley
How GP Regional Coordinators Employ Collective Impact
Actor mapping is a helpful way to *visualize* and *understand* aspects of a system.

**Actor Maps** offer a *visual depiction* of the key organizations and/or individuals that make up and/or influence a system, as well as their relationships to a given issue and to one another.

### Understanding an issue and the system(s) in which it lives

Actor maps can help:
- Determine who needs to be involved
- Diagnose the strength of connections among actors
- Explore actors’ roles and power dynamics in the system

### Co-creating a plan for action

Actor maps can help:
- Determine where the energy is in the system and where there are gaps or blockages
- Identify opportunities to build new relationships and explore other parts of the system

### Learning and refining as you go

Actor maps can help:
- Consider how relationships, roles, or information flows are changing
- Understand how structures are changing
- Determine who has been or should be involved

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Co-creation and iteration are the name of the game when it comes to actor mapping.

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Slide courtesy of the Collective Impact Forum ~ collectiveimpactforum.org
1. Are there members from the same college, region, organization present? Work on the same Actor Map

2. A $\frac{1}{2}$ sheet large paper

3. Sticky notes (two colors)

4. Markers
Actor Map
1. Write Goal Statement at the **TOP** of your paper
2. Write the Beneficiary in the **CENTER** of your paper
3. On sticky notes, identify 15-20 organizations currently participating in your effort
4. Reviewing your list, make a second list that identifies the categories or sub systems
5. Divide your paper into pie slices and label each one with the different categories or sub systems
6. Place the actors on the system map, putting the actors most closely in touch with the beneficiary closest to the center
7. Identify a few key actors who might be missing and use a **different color sticky** to add them to the map
Pair with one fellow map maker:

- What is the goal/problem you are focuses on in your effort?
- What are the “slices” of the pie?
- Provide some brief dimension on the actors populating the map

Take 2-3 minutes each
Actor Map
By yourself or with your college/organization/region:

- Identify relevant connections between actors
  - Draw a **solid line** between actors where the connection is strong
  - Draw **dotted lines** where the connections between actors is weak
- As you reflect on the connections, look for trends where the **relationships** are strong and weak?
- How might you better engage those who are currently missing from the collaborative?
What did you learn from this activity?

What did your assessment of connections between actors reveal?

Are there key opportunities to increase connections that might accelerate the work?

What ideas do you have that might shore up the connection between key actors?
<table>
<thead>
<tr>
<th>Principle</th>
<th>Description</th>
<th>From → To</th>
<th>Concept</th>
<th>Pitfall to avoid</th>
</tr>
</thead>
</table>
| Mission, not organization | Strategy Is Determined by Mission Impact Before Organizational Growth         | Growth → Mission              | COHERENCE | • As you develop a strategy, be explicit about your Theory of Action  
• Choose what you will do and not do as a collective                                                                                             |
| Trust, not control      | Build Partnerships Based on Trust, Not Control                               | Control → Trust               | CONTROL | • Cast a vision and strategy wide enough and explicitly enough to give everyone their lane  
• Establish measures of success for each partner’s lane                                                                                           |
| Humility, not brand     | Promote Others Rather Than Yourself                                         | Yourself → Others             | CREDIT | • Look for ways to make partners look good  
• Avoid blaming one partner for negative results                                                                                                 |
| Node, not Hub           | Build Constellations, not Stars                                             | Garnering Resources → Sharing Resources | CONTINUITY | • Utilize a working board structure to bring along new partners and leaders  
• Constantly look for and develop younger talent to learn and work in the network                                                                  |
|                         |                                                                             | Particular → Whole            | COSTS | • Sequence the strategy in a way that doesn’t outpace funding  
• Find ways to broaden the “pie” through alignment, grants, and funding of intermediary                                                            |
Principle 4: Node, not Hub

- Regional Organizations
- Community Colleges
- Industry / Employers
- Technical Assistance Providers
- Community College’s Chancellors Office
- Students
- K-12 School Districts
- 4 Year Public & Private Universities
- Employers
- Community Colleges
- Regional Organizations
- Strong Workforce
- Technical Assistance Providers
- Community College’s Chancellors Office
- K-12 School Districts
- 4 Year Public & Private Universities
- Students
Nested Networks

Ecosystem of Systems Change

- Technical Assistance Providers
- Regional Organizations
- Strong Workforce
- K-12 School Districts
- University of California
- Cal State
- Community Colleges
- Community College’s Chancellors Office
- Employers
Discussion?

Special thanks to:
- College Futures Foundation
- James Irvine Foundation
- The Community Foundation
- Bank of America
- ECMC Foundation
RESOURCES:

  - Four Network Principles for Collaboration Success
  - Actor Mapping
  - Collective Impact
  - Contact List for GP Regional Coordinators
  - Collective Impact Forum – FSG & Aspen Institute Forum for Community Solutions
  - Stanford Social Innovation Review