**Part 3: Slide 1: Collective Impact and Partnership Development Resources**

Hello and welcome to Part 3 of the pre-recorded webinar entitled Resources and Strategies for Enhancing ABE-Workforce Partnerships. My name is Patricia Pelletier and I am the community planning consultant with the Adult and Community Learning Services, ACLS, of the Massachusetts Department of Elementary and Secondary Education. I am also the designer of the Indicators of Effective Community Planning for Adult Basic Education Coalitions in Massachusetts.

The three-part pre-recorded webinar is intended for ABE programs and community planning partnerships to learn about strategies to build partnerships that support the implementation of the Workforce Innovation and Opportunity Act, or WIOA.

**Slide 2: Webinar Overview**

The webinar is divided into three separate but related pre-recorded parts that can be accessed during the specific period of time as communicated by ACLS.

Part 1 provides an overview of the Collective Impact Model developed by the Foundation Strategies Group, or FSG, in Boston. The collective impact approach to social change is heavily embedded in the recent call to action (February of 2015) by the Office of Career, Technical, and Adult Education, or OVAE, entitled *Making Skills Everyone’s Business – A Call to Transform Adult Learning in the United States*. The collective impact approach of social change has been nationally acclaimed as an effective partnership strategy, and is referenced in the OCTAE report.

Part 2 provides first-hand information from ABE directors with their workforce partners that have a shared commitment to ABE. Their presentations will highlight the benefits and impact of these collaborations.

And Part 3 provides some informative resources for integrating the concepts discussed in Parts 1 and 2, particularly how the collective impact approach can be integrated into ABE partnerships and some other resources on partnership building.

So let’s begin Part 3 of this pre-recorded webinar.

**Slide 3: Collective Impact and Partnership Development Resources**

In Part 1, we reviewed the Collective Impact Strategy for Social Change developed in 2011 by FSG in Boston. FSG describes collective impact as the commitment of a group of actors from different sectors to a common agenda for solving a specific social problem, and using a structured form of collaboration. The OCTAE call to action is heavily influenced by the collective impact model and will inform how we conduct ABE going forward with the transition to WIOA. So incorporating a collective impact approach as part of your ABE community planning work will support and align with this overarching national strategy.

There have been some important and informative resources published on collective impact that I’ll share with you here as well as some resources that support partnership building. At the end of the presentation will be a slide with the links to all the resources that are mentioned and you’ll be able to download this PowerPoint at the ACLS website.

**Slide 4: Aligned by Design: WIOA and Adult Education**

Since this webinar series was intended to support ABE community planning partnerships and programs as they transition to WIOA, this resource published by the National Skills Coalition, NSC, may be helpful.

By working together in these and other ways, adult education programs and other WIOA partners can create a more efficient and effective education and training system that improves education and employment outcomes for individuals and meets employer workforce needs. I think this report, *Aligned by Design: WIOA and Adult Education*, will give some good information and insight as you transition your ABE program to WIOA.

**Slide 5: FSG and Stanford**

Also in Part 1 of this webinar we, as you know, focused on collective impact and how ABE programs can use this research-based model to develop and enhance partnerships that can support ABE community planning, programs, employers, the community, and ultimately to meet the needs of the adult learners to succeed. In the spirit of working together to achieve common goals, let’s take a look at some other collective impact resources for you to explore further.

FSG, the creators of the collective impact model, and Stanford University’s highly acclaimed publication, the *Social Innovation Review*, teamed up to conduct some webinars on the collective impact, such as the one shown on this slide. The webinars are available at the FSG website noted here: <https://www.fsg.org/sites/default/files/tools-and-resources/Collective_Impact_Webinar_presentation.pdf>.

If you notice on this slide, one of the presenters is Jack Edmondson from the Strive Partnership. Strive has adopted the collective impact model. So let’s take a look at the Strive Collective Impact Partnership and some of their accomplishments.

**Slide 6: Strive Partnership**

On the Strive Partnership’s website, a letter to the community starts by saying: “Great people who come together to invest their time, talent, and resources in what works for kids can do great things for our community.”

The Strive Partnership in Cincinnati has a “cradle to career” education focus. Greater Cincinnati leaders at all levels of the education, nonprofit, community, civic, and philanthropic sectors are working together as part of the Strive Partnership. The Strive Partnership serves as a catalyst for working together, across sectors, and along the educational continuum, to drive better results in education. The work of the partnership is focused on generating results through collaborative action, effective use of data, and aligning resources – which is a collective impact approach. The collective impact elements incorporated into a large, developed, and robust partnership like Strive are the same as you would integrate into an ABE community planning partnership. And, if you look at the collective impact model through the lens of the ACLS Indicators of Effective Community Planning, you’ll see that we already have many of the characteristics of a collective impact strategy within the indicators framework.

**Slide 7: Collective Impact and ABE Community Planning Indicators**

So ABE community planning partnerships can implement many of the collective impact strategies of the Strive Partnership by looking at and using the ACLS Indicators of Effective Community Planning Coalitions as a guide. Part 1 of this webinar goes into a bit more detail about the correlation between the collective impact model of community planning and the ACLS indicators. This slide from Part 1 shows how elements and strategies of a collective impact model align with the ACLS indicators. You can see how the ACLS Indicators of Effective Community Planning have outlined the foundation of a collective impact approach within the ABE community planning partnerships.

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| COLLECTIVE IMPACT APPROACH  | ACLS COMMUNITY PLANNING INDICATORS  |
| Shared Vision  | Visioning (Indicator 5)   |
| Steering Committee, Working Groups  | Structure (Indicator 3)  |
| Common Agenda  | Operations and Processes (Indicator 4)  |
| Careful Selection of Group Members  | Membership (Indicator 2)  |
| Different Context per Initiative  | Contextual Factors (Indicator 6)  |
| Steering Committee Leaders  | Leadership (Indicator 1)  |

The ACLS Indicators of Effective Community Planning Coalitions can be found at the website noted on this slide and also on the resources links at the end of the presentation: <http://www.doe.mass.edu/acls/cp/CPindicators.pdf>.

**Slide 8: Collective Impact Forum**

So if you’re interested in up-to-date dialogue about the collective impact model and how you can use it as a framework for ABE community planning, FSG and the Aspen Institute have created the Collective Impact Forum which is a peer learning network that helps individuals and groups to implement the collective impact model. The forum better equips practitioners with tools, training, and relationships they need to be successful. The link to the Collective Impact Forum is shown at the bottom of this slide and is also included at the end of this presentation on the resources list: <http://www.fsg.org/collective-impact-forum>.

**Slide 9: Collaboration for Impact**

The Centre for Social Impact and Social Leadership Australia has a very helpful website called Collaboration for Impact that has a “how to” guide that clearly describes the four phases of developing a collective impact approach.

* Phase 1 – Generate ideas and dialog
* Phase 2 – Initiate action
* Phase 3 – Organize for impact
* Phase 4 – Sustain action and impact

**Slide 10: Networks for Integrating New Americans (NINA)**

In 2014, the U.S. Department of Education’s Office of Career, Technical, and Adult Education, or OCTAE, announced five networks to participate in a new initiative called the Networks for Integrating New Americans or NINA. This initiative’s goal is to develop and refine ways to more successfully integrate immigrants and refugees.

Through this diverse group of networks, the project enhances and documents local efforts to adopt a collective impact approach to helping immigrants achieve linguistic, economic, and civic integration within local communities.

World Education, in partnership with the five NINA partners, writes that “This theoretical framework is a useful resource for the adult education field. The most significant features of this document includes its extensive literature review; its numerous examples of successful initiatives; its detailed discussion of civic, linguistic and economic issues; its identification of specific strategies, and examples as to how traditional adult education services might be appropriately altered to better meet the linguistic, civic and economic integration needs of the immigrant and refugee community.”

**Slide 11: Partnership Development Resources**

The following slides will provide some useful resources for developing and enhancing partnerships and collaborations in general.

**Slide 12: Relationship Building and Effective Collaborations**

In the book entitled *Forming Alliances: Working Together to Achieve Mutual Goals*, Emil Angelica and Linda Hoskins describe the six components of an effective collaboration as you can see on this slide:

* Shared purpose
* Shared power
* Shared view of interdependence
* Mutual respect and trust
* Shared control
* Shared indicators of progress

These elements of effective collaborations are very similar to the elements of the collective impact model from Part 1 of this webinar. The book can be purchased at Amazon, but webinar slides from Minnesota Council of Nonprofit Conference on the key points can be found at the link provided: [https://www.google.com/webhp?sourceid=chrome-instant&ion=1&espv=2&ie=UTF-8#q=Forming+Alliances%3A+Working+Together+to+Achieve+Mutual+Goals](https://www.google.com/webhp?sourceid=chrome-instant&ion=1&espv=2&ie=UTF-8).

**Slide 13: Community Toolbox**

Collaboration doesn’t have to be complicated or complex and it’s something we all do. The Community Toolbox, developed for Community Health and Development of the University of Kansas, says that ordinary people learn the skills of establishing and maintaining relationships all the time. The Community Toolbox outlines eleven steps for building relationships such as making personal contacts versus emails or newsletters and asking people questions.

The Community Toolbox eleven-step program says that to build relationships and collaborations, you have to go places and do things. When asked why he robbed banks, the robber replied, "Because that's where the money is." If you want to make friends, you have to go where the people are: events, conferences, meetings, committees, other partnerships. For example, if you want to increase workforce partner membership on your community planning partnership, you could attend Chamber of Commerce events, visit the local career center, attend job fairs and introduce yourself to employers there. The Community Toolbox website has many more tips on how to develop good partnerships and collaborations.

**Slide 14: Coalition Works**

Coalition Works has a lot of planning, assessing, and coalition building tools that could help build or enhance your ABE community planning partnership. I particularly like the Coalition Building Tools section that has information on team building, partnership members’ skills checklists, and ways to partner with different community sectors, but this website is loaded with good tips and activities on building and sustaining a partnership or coalition.

**Slide 15: Coalition Building: A Tool for Improved Community Literacy**

This report was produced under the U.S. Department of Education from the Adult Education Great Cities Summit in 2012. The *Coalition Building: A Tool for Improved Community Literacy* paper begins saying: “The notion of adult literacy collaboration is not new. Literacy coalitions have been working with community partners, promoting and advocating for literacy services since the 1980’s. What is new is collective impact, a model of social change introduced by Kania and Kramer. This model harnesses the power of partnerships to impact complex social issues. Collaboration and innovation were key concepts in the Adult Education Great Cities Summit project designed to advance adult education in large urban areas by building a collaborative process for community change. This brief focuses on that summit’s activities and two elements of collective impact: shared agenda and backbone support organizations.”

**Slide 16: Resource Links**

Here are the resources we mentioned during this presentation. You will be able to download the webinar slides with the links at the ACLS website.

* Aligned by Design: WIOA and Adult Education
* SSIR Live!
* Strive Partnership
* Indicators of Effective Community Planning Coalitions
* Collective Impact Forum
* Collaboration for Impact
* Networks for Integrating New Americans (NINA)
* Adult Education and Immigrant Integration: Networks for Integrating New Americans (NINA), Theoretical Framework
* Community Toolbox
* Coalition Works
* Coalition Building: A Tool for Improved Community Literacy

**Slide 17: Partnerships are Important!**

We hope these resources will help you to get a deeper understanding of how important partnerships are to the work we do in adult basic education and how some national partnership models can teach us important lessons for taking next steps in the transition to WIOA in our Massachusetts ABE network.

**Slide 18: Resource Links**

Thank you for participating in this recorded webinar. You’ll receive an email with a link to an evaluation. Your feedback is very important to us, so please take a minute to complete the evaluation. For further information, please contact Kathy Rodriguez at the email address noted on this slide.

This concludes Part 3 of the pre-recorded webinar on Resources and Strategies for Enhancing ABE-Workforce Partnerships.

Thank you.