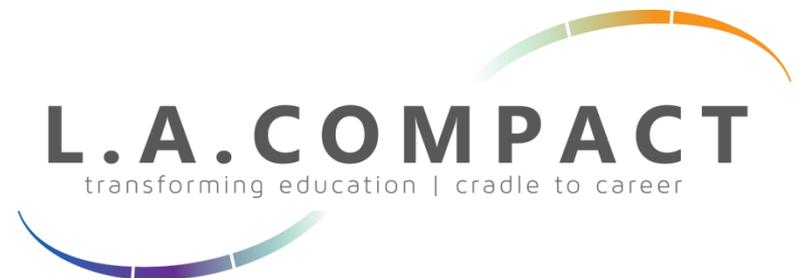


Structuring & Sustaining a Multi-Convener Model for Collective Impact

2017 Collective Impact Convening | Boston, MA
May 23, 2017



PANELISTS



Carrie Lemmon
Director, L.A. Compact
UNITE-LA



Thomas Lee
Director, Opportunity Youth Collaborative
Alliance for Children's Rights



Paola Santana
Senior Director, Education & Workforce Development
UNITE-LA



Emily Blake
Senior Coordinator, L.A. Compact
UNITE-LA

WHAT IS THE L.A. COMPACT?

A common agenda for solving LA's complex education & workforce challenges

Convened since 2008, the **L.A. Compact** is a bold commitment by Los Angeles leaders from the education, business, government, labor, and non-profit sectors to transform education outcomes from cradle to career, ensuring that today's youth have the skills necessary to compete and succeed in a 21st century global workforce, and contribute to and positively shape a global society.



GOAL 1 All students graduate from high school



GOAL 2 All students have access to and are prepared for success in college



GOAL 3 All students have access to pathways to sustainable jobs and careers

L.A. COMPACT

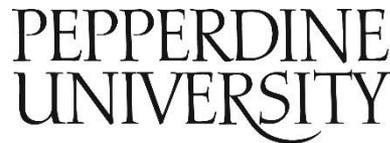
transforming education | cradle to career

THE SIGNERS

Committed Cross-Sector Partners

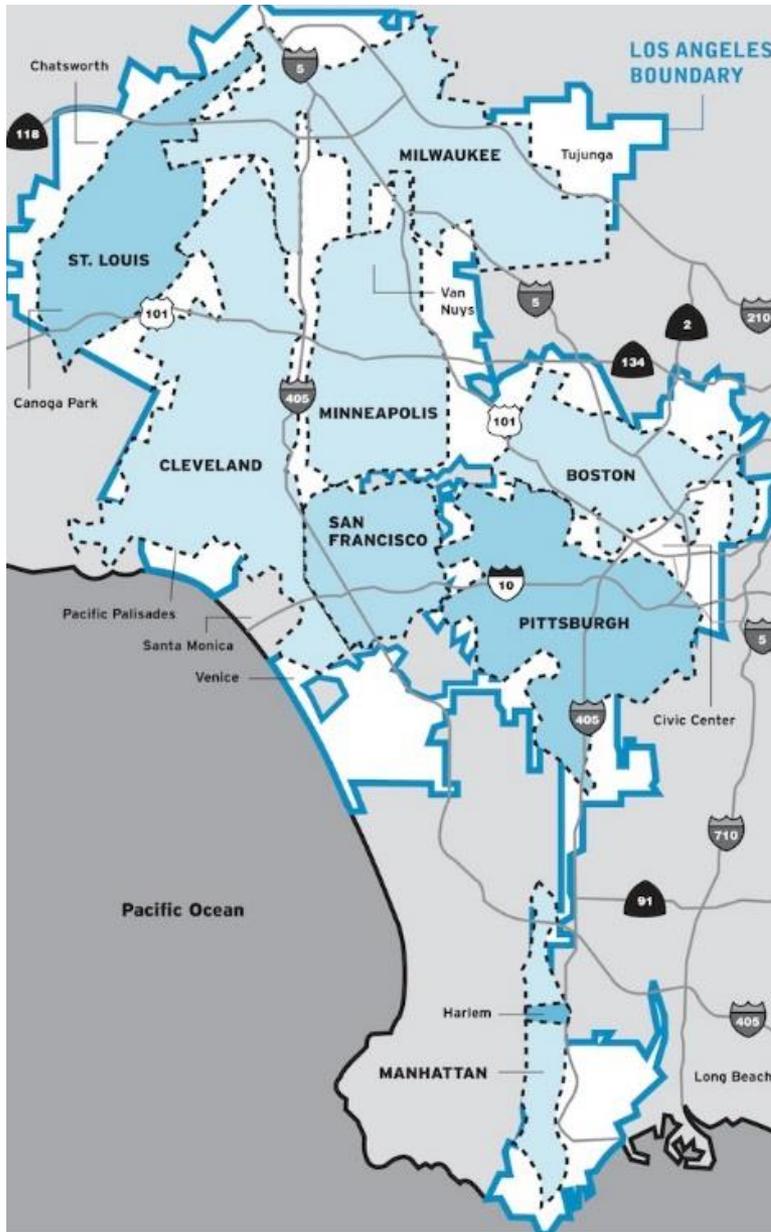


LOS ANGELES AREA
CHAMBER OF COMMERCE



Systems, not programs

The size and complexity of the L.A. region requires a systemic approach to education & workforce reform



City of Los Angeles

- 7 Major U.S. Cities & 1 NYC borough would fit inside LA's city limits
- 114 distinct neighborhoods within L.A.
- 2nd largest school district in the country
- 9 community colleges

County of Los Angeles

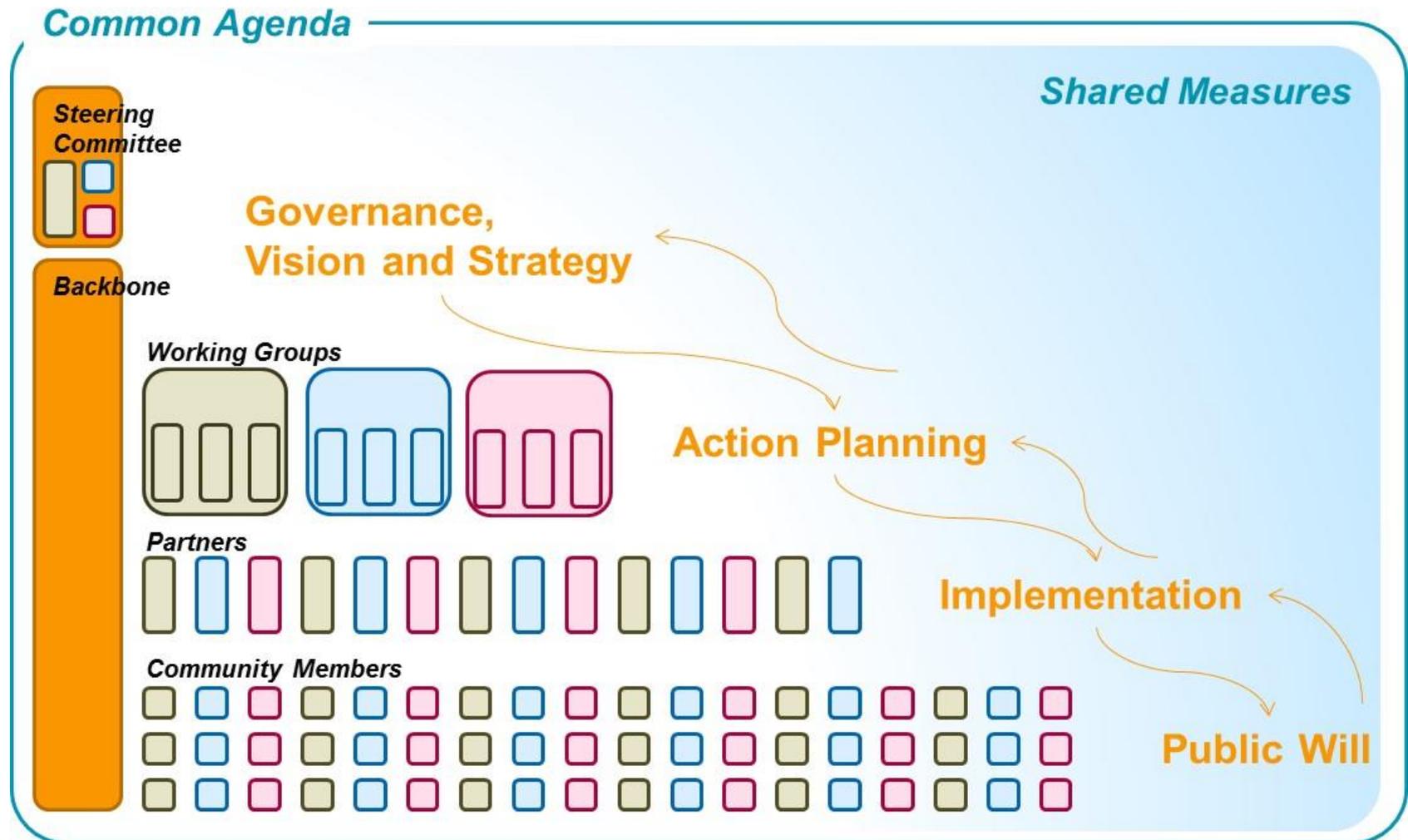
- 88 independent cities
- 80 school districts
- 7 Workforce Investment Boards
- 21 community colleges
- 7 public state universities
- 30+ private non-profit colleges
- 10 million residents

MODELS FOR COLLABORATION

Highly structured vs. Constellation model

COLLABORATIVE MODEL #1

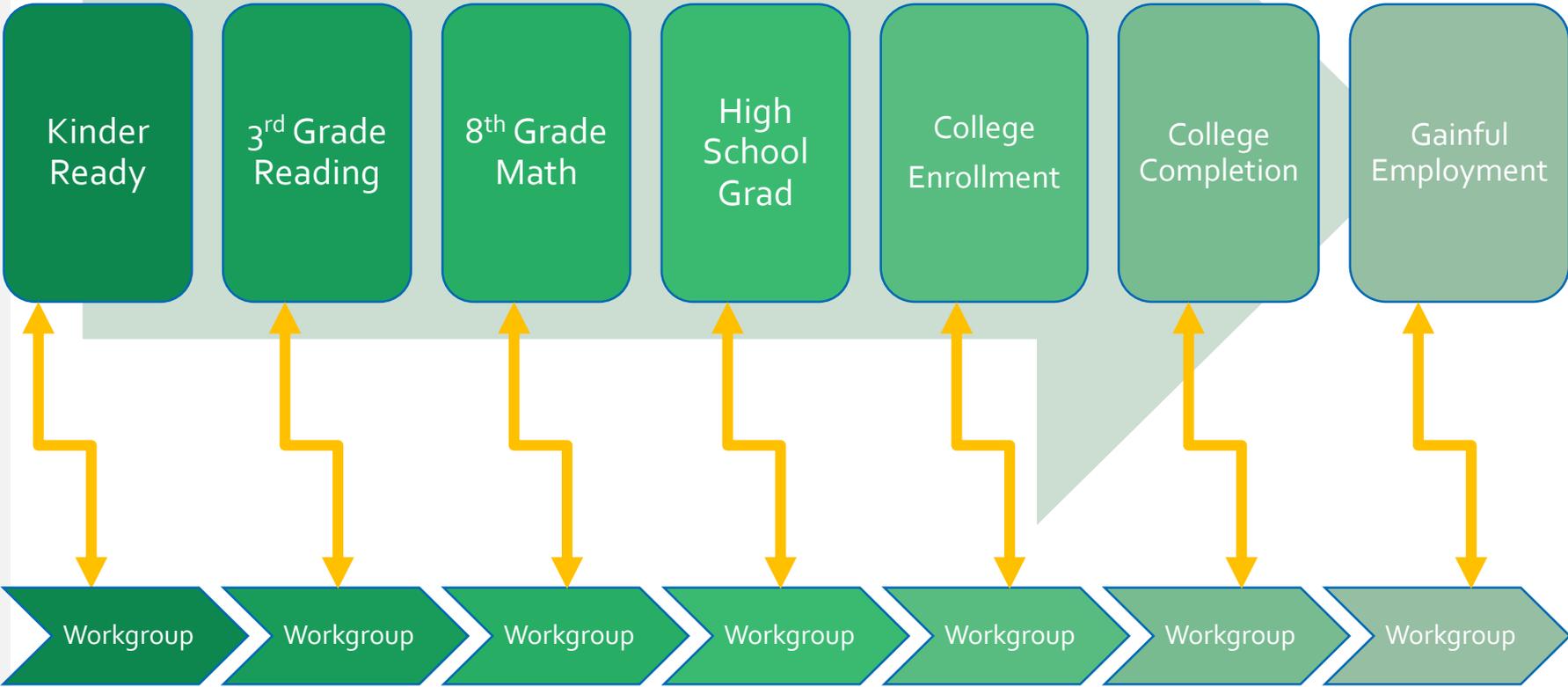
Clearly defined cascading levels of collaboration



COLLABORATIVE MODEL #1

Example: Cradle to Career Common Agenda

BACKBONE



COLLABORATIVE MODEL #1

Clearly defined cascading levels of collaboration

Works well when:

- Collective impact initiative is focused on one or just a few concrete goals
- There is a clear organization that has both the capacity and expertise to serve as the backbone for the entire initiative

Easy to visualize but....

COLLABORATIVE MODEL #1

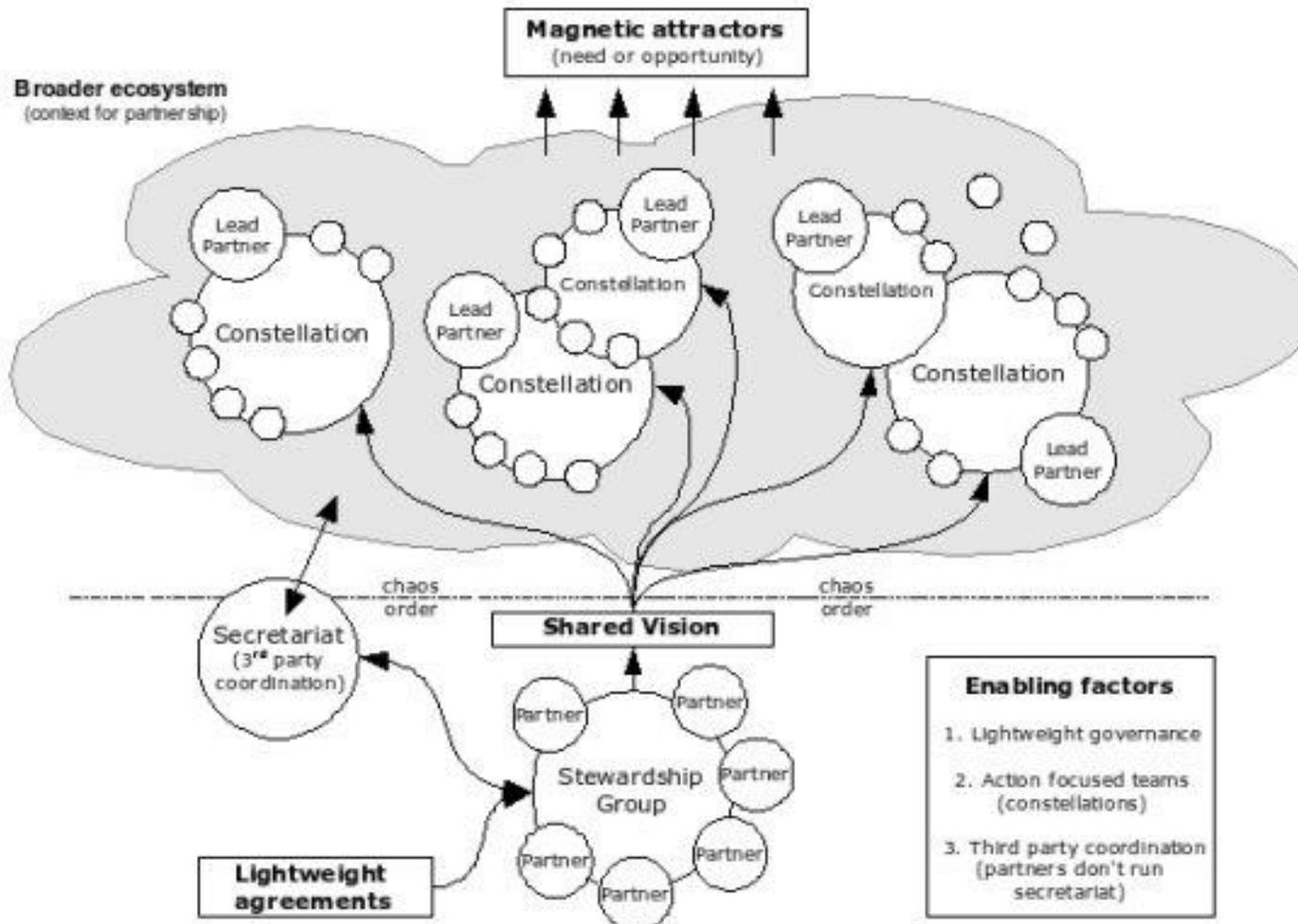
Clearly defined cascading levels of collaboration

The community context for collective impact initiatives is often much more complicated:

- Existing coalitions operate at various levels of effectiveness, often working on a microcosm of the bigger picture, led by different partners
- One agency may not have the skills, capacity, or credibility to convene around multiple issues
- Territorial issues with “claiming” an initiative as part of a larger collective impact agenda
- May not be sufficient interest, opportunity, or capacity to launch working groups all along the cradle-to-career spectrum
- Governance can appear top down from steering committee

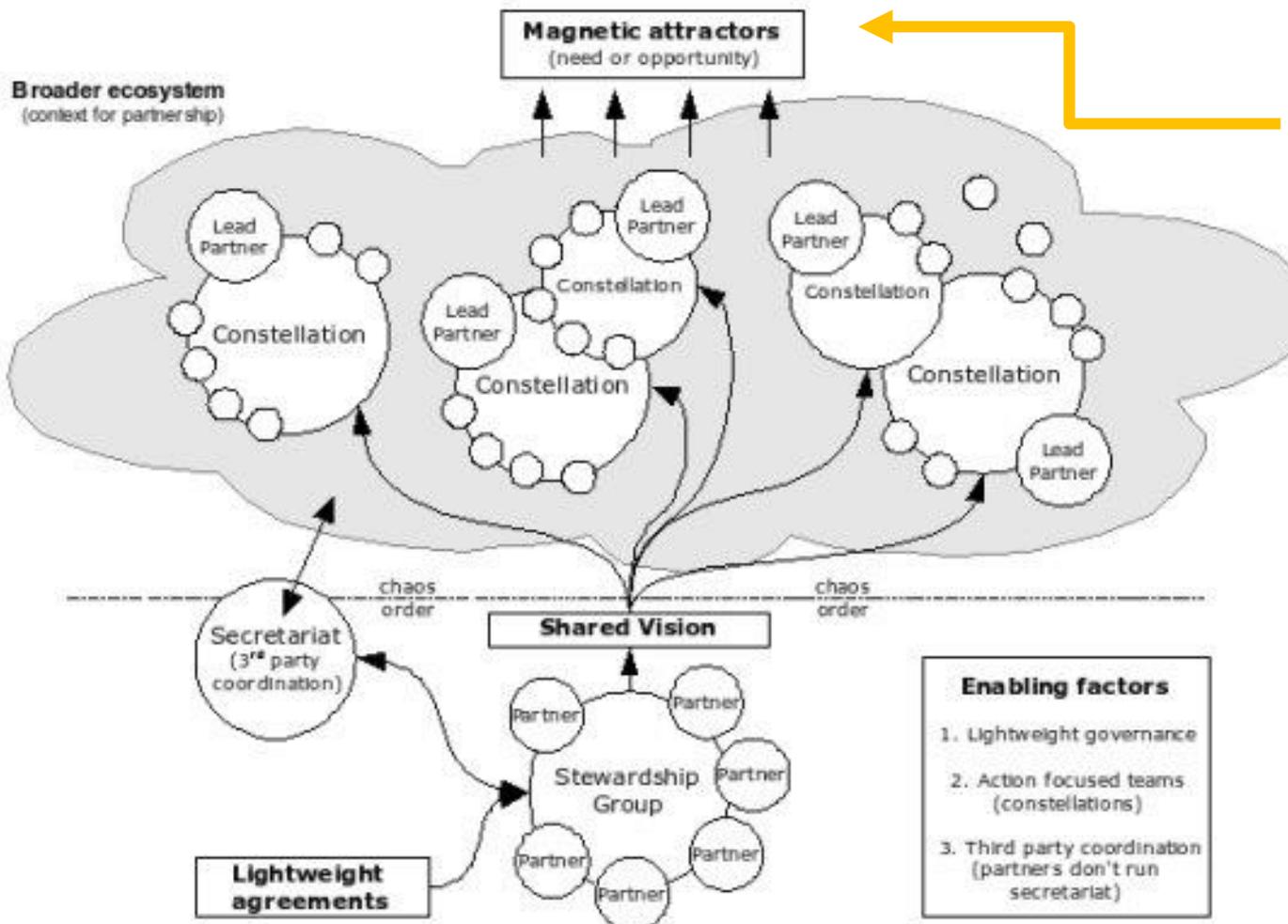
COLLABORATIVE MODEL #2

The Constellation Model



COLLABORATIVE MODEL #2

The Constellation Model – Key Components



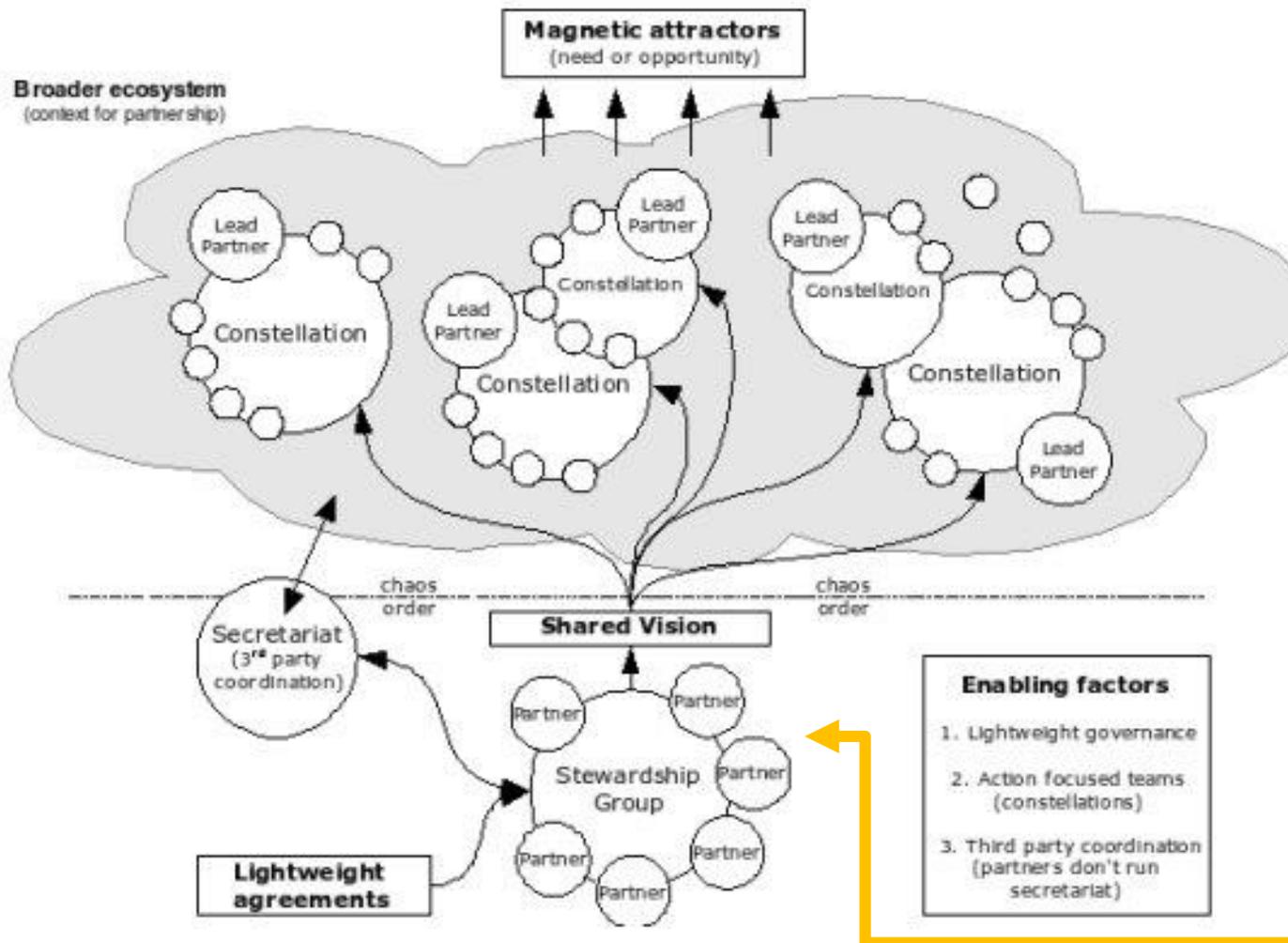
Magnetic Attractors

A group of people recognize that there is a need or opportunity in which working together could both achieve individual and shared outcomes.

Helps initially launch a constellation partnership, and development of new constellations on an ongoing basis.

COLLABORATIVE MODEL #2

The Constellation Model – Key Components



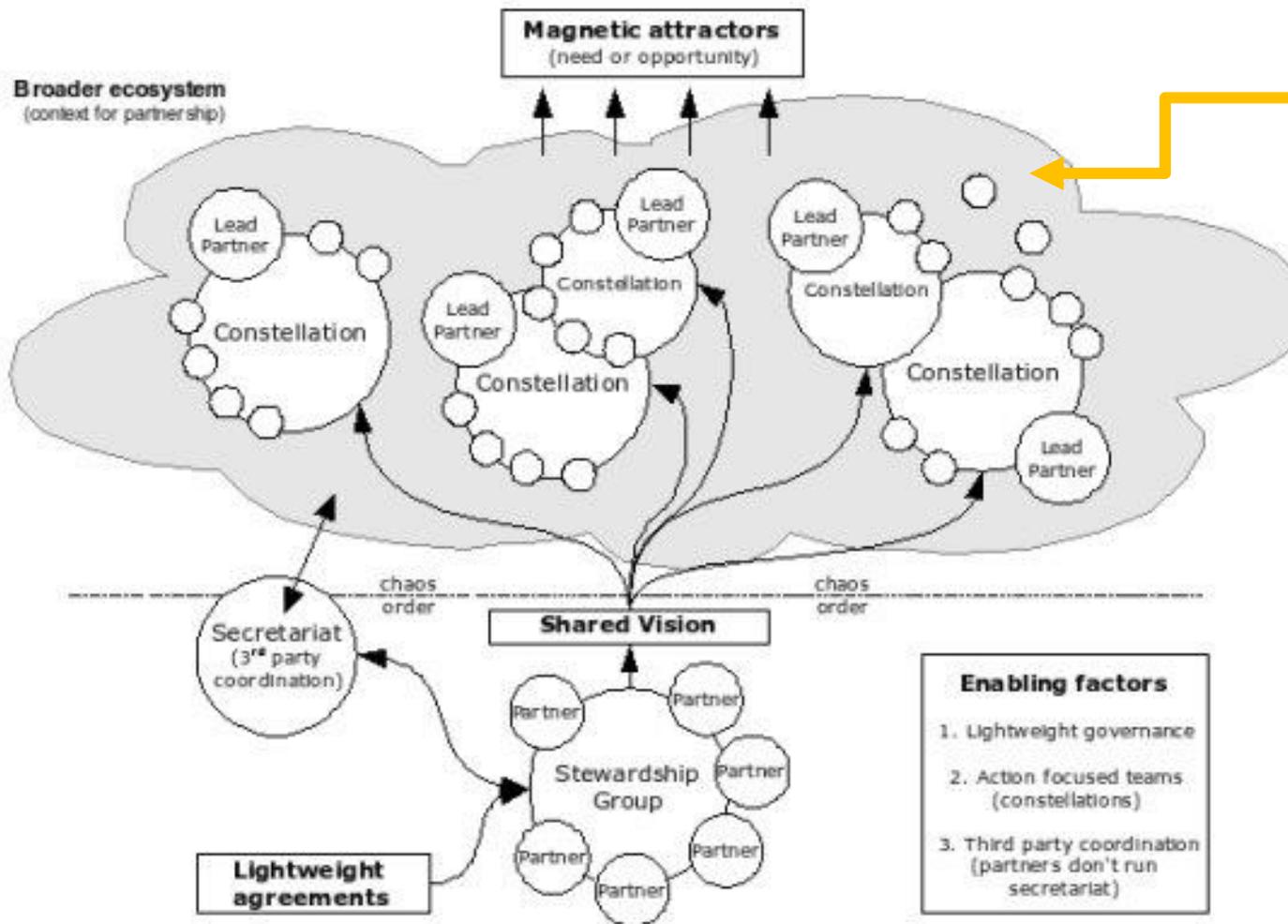
Stewardship Group
Act as stewards of the community interest & collective vision, not their org's self-interest

3 documents:

1. Guiding principles/assumptions about the magnetic attractor
2. Lightweight bylaws describing how partners will work together
3. Partnership's overarching goals

COLLABORATIVE MODEL #2

The Constellation Model – Key Components



Constellations

Require a need/
opportunity & energetic
leadership by 1 or more
partners

Action-focused – aligned
to overall vision

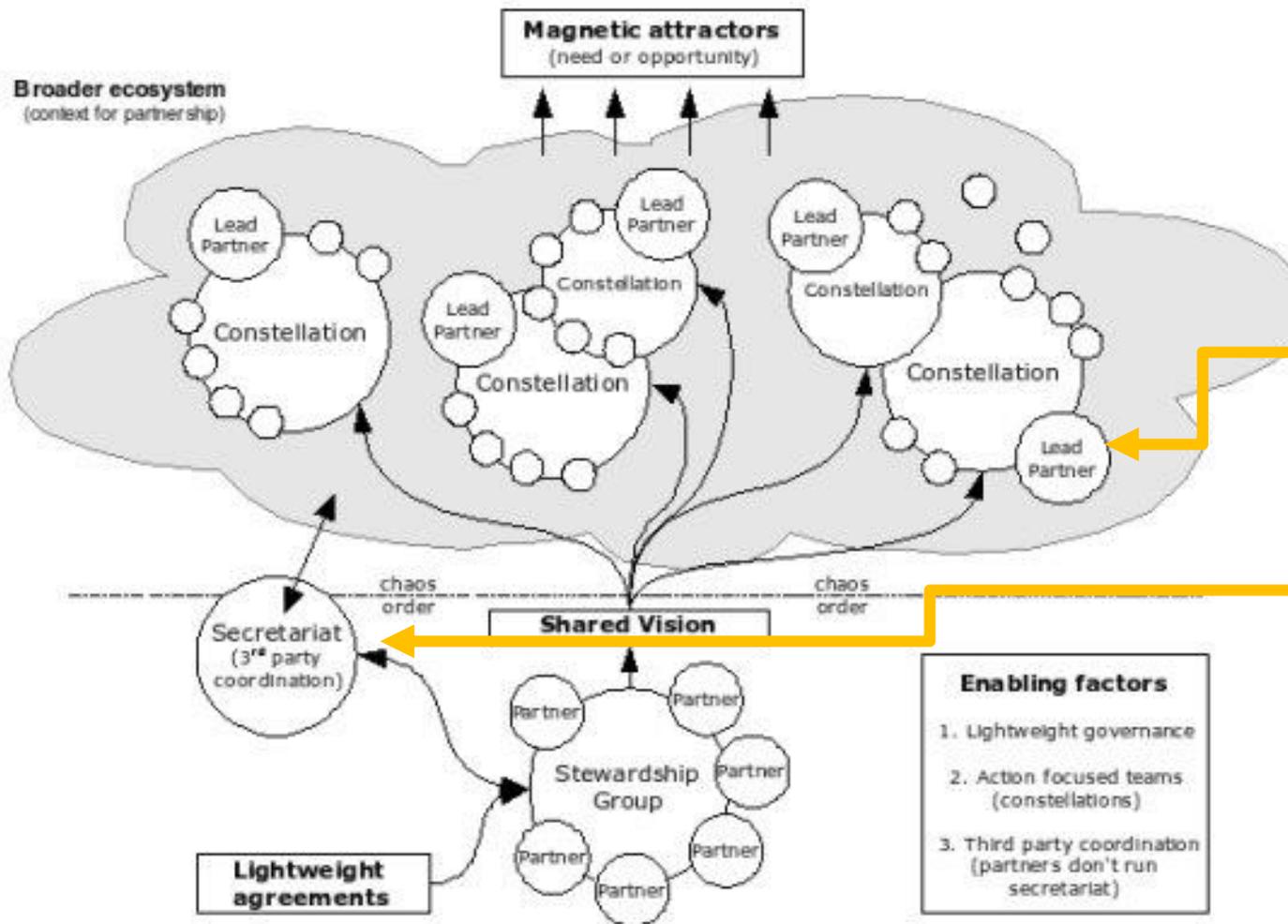
Can galvanize quickly and
disband when need is no
longer relevant

Participating orgs serve
self-interest through the
constellation's work

Seek joint fundraising

COLLABORATIVE MODEL #2

The Constellation Model – Key Components



Convener

3rd party coordination that guides the planning process, facilitates meetings, supports new constellations, fundraises for joint projects, mediates conflict, helps information to flow between partners, and builds the overall capacity of the group to work towards their desired outcomes.

Individual partners may also serve as conveners of various constellations.

L.A. Compact Constellation

A multi-convener constellation of collaboratives working towards common goals

Logos indicate primary conveners of workgroups





Stakeholder Roles

SIGNERS	Provide high level commitment on behalf of an agency or institution to the shared agenda and collaborative process.	Executive Level Leaders
STEWARDSHIP GROUP	Identify emerging opportunities for collaborative action to improve student outcomes along the cradle to career continuum. Ongoing management and review of joint metrics of success. Pursue joint funding opportunities to advance collaborative strategies. Fulfillment, tracking progress, and updating of institutional commitments to the L.A. Compact partnership. Review of L.A. Compact agreement to ensure the strategies remain relevant in shifting contexts.	Senior Staff/ Deputies Representing Compact Signers
CONVENERS	Lead convener for one or more collaboratives or workgroups. Guide vision & strategy; Support aligned activities; Establish shared measurement practices; Build public will; Advance policy; Mobilize funding. Convener agencies coordinate with other conveners to promote alignment between constellations.	UNITE-LA convenes the broader L.A. Compact – various partners convene different workgroups
COLLABORATIVES/ WORKGROUPS (Constellations)	Action-focused work groups that develop specific goals and collaborative strategies to drive improved student outcomes along the cradle-to-career continuum. Work groups are aligned to the overall vision of the L.A. Compact, but operate with relative autonomy. Different partners can step forward to lead new constellations to meet an identified need.	Cross-Sector Organizational Staff & Leaders
PARTNERS	Agencies participate in collaborative workgroups to develop a shared action plan and provide direct services that contribute to the L.A. Compact’s goals.	

DISCUSSION: GOVERNANCE MODELS

Find a partner and discuss:

- How does your initiative compare to the two governance models?
- How does the constellation model inform your thinking about your initiative's governance?
- What role does a steering committee or Stewardship Group play in your initiative?

CASE STUDIES ON STRUCTURING AND FUNDING





INSTITUTIONS OF HIGHER EDUCATION

L.A. COMPACT IHE COLLABORATIVE

L.A. Compact Strategy #1



**ACHIEVE HIGH-QUALITY TEACHING
AND LEARNING IN CLASSROOMS**

Commitments*

- Prepare high-quality teachers for LAUSD classrooms
- Develop/improve data sharing agreements between LAUSD and IHEs to better inform program design, better prepare high-quality teachers and administrators, and ultimately improve student achievement

**partial list*



INSTITUTIONS OF HIGHER EDUCATION

L.A. COMPACT IHE COLLABORATIVE

Los Angeles Educator Pathways Partnership (LAEPP)

- Partners interested in forming a collaborative research consortium with LAUSD to support high-quality educational initiatives
- Formed LAEPP in 2012 with the goal of investigating best practices and driving continuous improvement in teacher preparation programs
- Developed bilateral data sharing agreements
- Matching IHE teacher prep data with LAUSD human resources data to understand how teacher candidates are doing once employed

PARTICIPATING INSTITUTIONS

California State University,
Dominguez Hills

California State University,
Los Angeles

California State University,
Northridge

Los Angeles Unified School
District

Loyola Marymount
University

University of California, Los
Angeles

University of Southern
California



INSTITUTIONS OF HIGHER EDUCATION

L.A. COMPACT IHE COLLABORATIVE

L.A.
Educator
Pathways
Partnership

Resources Needed

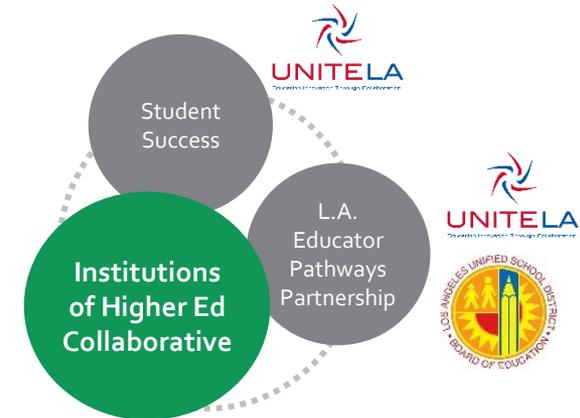
- Convening support – staff time, project management, meeting rooms, etc.
- Consultant to help with data mapping
- Development of templates to collect data
- Staff time to populate data collection templates
- Staff time (IT & research) to match data and compile files

Seed Funding

- Provided by higher education partners

Joint-Funding

- Grant provided by S.D. Bechtel, Jr. Foundation (2015) to partially fund data sharing
- Grant renewed in 2016 to partially fund data analysis
- Provided funding for convening function and each partner institution



Student
Success

Joint-Funding

- Governor’s Award for Innovation in Higher Education to develop a “reverse transfer” initiative
- Funds convening function and individual partner institutions



L.A. OPPORTUNITY
YOUTH COLLABORATIVE

DATA & RATIONALE

- 28,000: children are currently in foster care in Los Angeles County
- 10,000: youth are between 16--24
- 58%: of foster youth graduate from high school
- 3%: graduate from college
- 50%: exiting out of foster care end up homeless or incarcerated
- 50%: of youth are employed by age 24



MISSION & GOALS

Goals 2 & 3



All foster youth ages 16-24 have access and are prepared for success in college, sustainable jobs and careers.

The L.A. Opportunity Youth Collaborative brings together dozens of organizations including public agencies, community-based organizations, employers, school districts, and colleges.

Together, partners build bridges to leverage resources and share data and best practices so that young adults who are or have been in foster care may attain education, jobs, and careers.



YOUTH VOICE

<https://vimeo.com/215962451>

FUNDING

Seed Funding

- Aspen Institute

Funding Priorities

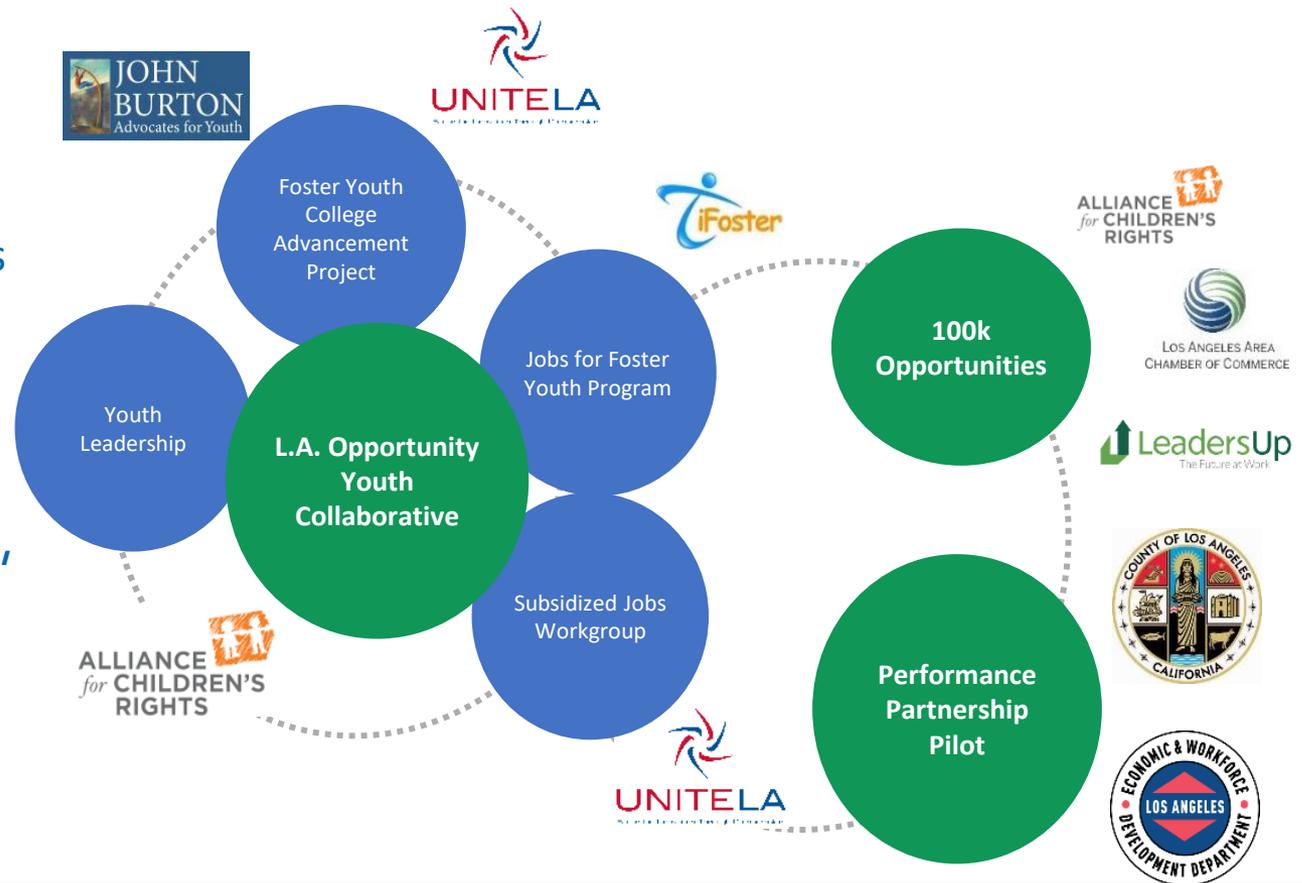
- Data Sharing, Collection and Evaluation
- Pathway Development
- Capacity Building and Partner Support
- Digital Resource Guide
- Staffing, consultants employer engagement, training, youth incentives

Joint Funding

- Project Tipping Point
- Navigator Program
- Foster Youth College Advancement Project

CONSTELLATION MODEL

Pathway development using this model invites innovation by OYC partners to create the conditions for change in areas of Policy/Systems Change, Education and Employment.



L.A. OPPORTUNITY
YOUTH COLLABORATIVE

CONVENER CRITERIA ASSESSMENT

Do you have the skills?

Do you have the bandwidth?

Is it a fit?

Do you have the content knowledge?

Handout: Convener Criteria Assessment

PURPOSE

- Initial role (2008) to develop the Compact's big vision, metrics, collaborative strategies, and institutional commitments
- Roles & Principles of Collaboration document developed in 2015 to reflect evolution of the group's role

MEMBERSHIP

- Senior deputies representing Compact signers

Handout: Roles & Principles of Collaboration

PANEL DISCUSSION

FOR MORE INFORMATION

www.lacompact.org

Constellation Model:

<http://socialinnovation.ca/constellationmodel>

Carrie Lemmon, Director, L.A. Compact:
clemmon@lachamber.com