Collective impact, community data, and the pursuit of social justice

Amber Erickson, MSW
Kate Behrens, MSW
Mission

The Dorothy A. Johnson Center for Philanthropy is a university-based center leading a systems-based, comprehensive approach to serving nonprofits, foundations, and others seeking to transform their communities for the public good.
Key Areas of Work

- Capacity Building for Nonprofits
- Education for Grantmakers
- Research Design and Analysis
- Information and Insight for the Field
Our Work

Institute for Foundation and Donor Learning

Nonprofit Services

Community Research Institute
CRI
Facilitating Data-Informed Decision Making

- Community Responsive Data
- Research & Evaluation
- Interactive Data Tools
COLLECTIVE IMPACT: could this change everything?

Source: Community Foundation of Tompkins County, www.cftompkins.org
Objectives: you will understand…

1. Advantages and disadvantages of **shared measures** of success in a community

2. Process of **facilitating data collection** among multiple organizations

3. How collective impact and community data affect the **pursuit of social justice**
What is collective impact?

- Group of individuals from different sectors **committed to a common agenda** for solving specific social problems
Structural Components

• Common agenda
• Mutually reinforcing activities
• Continuous communication
• Backbone support organizations
• Shared measurement system
<table>
<thead>
<tr>
<th>Structural Component</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common agenda</td>
<td>All children in the county have an opportunity for economic prosperity.</td>
</tr>
<tr>
<td>Mutually reinforcing activities</td>
<td>Diverse stakeholders develop strategies to address educational achievement gaps.</td>
</tr>
<tr>
<td>Continuous communication</td>
<td>Stakeholder groups meet consistently to refine the strategies. What is working? What isn’t?</td>
</tr>
<tr>
<td>Backbone support organizations</td>
<td>Executive Director Project Manager Process Facilitator</td>
</tr>
<tr>
<td>Shared measurement system</td>
<td>Success measures defined by the work groups displayed in a Data Dashboard.</td>
</tr>
</tbody>
</table>
Role of Data Partner

- Facilitate **selection** of a measure with reliable and consistent data
- Increase **efficiency** of data sharing
- Be **transparent** in data limitations and data interpretation
Shared Measurement System

- Community-level benchmarks as shared measures
- **Track** progress and changes over time
- Increase data **transparency** and applicability
- Development of **dashboard** to track key measures
8th Grade MSTEP Math Proficiency
Location: All Schools in Kent County ISD
Year: 2016
39.1% 36.8%

<table>
<thead>
<tr>
<th>Source(s): (2016) MSTEP - Michigan Student Test of Educational Progress</th>
</tr>
</thead>
</table>

By Race/Ethnicity

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th># Assessed</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>7,768</td>
</tr>
<tr>
<td>Asian</td>
<td>299</td>
</tr>
<tr>
<td>Black</td>
<td>1,029</td>
</tr>
<tr>
<td>Hispanic</td>
<td>1,302</td>
</tr>
<tr>
<td>White</td>
<td>4,804</td>
</tr>
</tbody>
</table>

Source(s): (2016) MSTEP - Michigan Student Test of Educational Progress
Note: S = suppressed value
Advantages

• Understand **impact** at a community-level versus program by program
• **Track** change in a consistent way
• Strategic **decision-making** based on reliable data
Measuring Reading Proficiency: Two Examples
Disadvantages

• “One size fits all” – applicability and ability to understand individual impact

• Alignment of data collection measures can be burdensome and time-consuming

• Areas may be missed because all organizations are working in the same direction
Kindergarten Readiness

• Many types of preschool: Head Start, Great Start Readiness, licensed centers, private faith-based

• No standard measure of K-readiness – each center uses their own or none at all

• Is a shared measure of success realistic?
Facilitating Data Across Multiple Organizations

- Data sharing agreements
- Informed consent process
- Relationship-building between backbone organization and supporting organizations
- Secure transfer and storage of data
- Cleaning and restructuring data for collective use
Social Justice

“The fair and proper administration of laws conforming to the natural law that all persons, irrespective of ethnic origin, gender, possessions, race, religion, etc. are to be treated equally and without prejudice.”


“Social justice is the view that everyone deserves equal economic, political, and social rights and opportunities.”

Aid the Pursuit of Social Justice?

- Increase ability to identify disparities that may not be visible otherwise
- Stronger system-level change to address disparities at root cause
Students who graduate in 4 years or less
Location: All Schools in Kent County ISD
Year: 2015

<table>
<thead>
<tr>
<th>Year</th>
<th>All(^\text{12})</th>
<th>Asian(^\text{12})</th>
<th>Black(^\text{12})</th>
<th>Hispanic(^\text{12})</th>
<th>White(^\text{12})</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>75.7%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>76.5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>78.2%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>76.5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>77.4%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source(s): (2015) CEPI 4 yr. Cohort Graduation Rate

Note: 5 = suppressed value
Basic Needs Workgroup

**Goal:** Ensure that the basic needs of all students are fulfilled so that they arrive at school each day ready to learn.

**Activities:** Convene organizations focused on a variety of basic needs including health, housing stability, food security, transportation, and financial literacy.
Hinder the Pursuit of Social Justice?

- Selection of a measure may be based on **availability of data** rather than what is the best measure
- Steers organizations in a direction that may not be their strength
- **Inflexibility** of measures may hinder progress and hide the true needs of the community
Population at 200% Poverty and Above
Location: Kent County
Year: 2015

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>66%</td>
</tr>
<tr>
<td>2013</td>
<td>66.5%</td>
</tr>
<tr>
<td>2014</td>
<td>66.4%</td>
</tr>
<tr>
<td>2015</td>
<td>66%</td>
</tr>
</tbody>
</table>

Source(s): 2015 U.S. Census Bureau, American Community Survey, 1 year estimates

By Race/Ethnicity

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>626,491</td>
</tr>
<tr>
<td>Asian</td>
<td>66%</td>
</tr>
<tr>
<td>Black</td>
<td>70.3%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>32.8%</td>
</tr>
<tr>
<td>White</td>
<td>70.5%</td>
</tr>
</tbody>
</table>

Source(s): 2015 U.S. Census Bureau, American Community Survey, 1 year estimates

Note: S = suppressed value
Discussion Question

Do the advantages of collective impact and community data outweigh the disadvantages when it comes to pursuing social justice? Why?