University-Community Partnerships: Looking for Collective Impact

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Toledo, OH
April, 2013
A MESS: System of interacting complex problems

Systems are different from the sum of their parts: if they are open systems they are dynamic, if closed, they tend toward chaos and wicked problems, which are messes Ackoff).

So to change community, economic and family life, it is necessary to change the systems that surround them.

A partial solution to a whole system of problems is better than whole solutions of each of its parts taken separately.

Starting Point: A new approach to knowledge creation.

A Mess: The long-standing health care system

- Adverse selection problem in health care
- Powerful lobbies
- Fragmented health care purchases undermining savings
- Strong incentives to deny coverage
- Increasing use and cost of new medical technologies
- Mistaken assumption that insured people consume more health care
- Inability of people to make wise decisions about their health
- Less care for more $$
- Inability of government to borrow money
- Rising medical costs
- Insurance companies' high administrative costs
- Decreasing popularity of employer-based health insurance
- Denial of coverage due to pre-existing conditions
- Unwillingness of politicians to confront insurance companies and lobbies
- Lack of true competition
- The federal government's solvency problem
- Increasing inefficiency of the health care system
- The drop in the dollar's purchasing power
- Sick care system
- Overemphasis on high tech
- Long standing AMA resistance to universal health care
- Attacking on Medicaid
- Increasing inefficiency of health care system
- Severe rise of premiums
- Increasing federal deficit budgets
- Inability of government to make wise decisions about their health
- Increasing federal deficit budgets
- The federal government's solvency problem
- Attacks on Medicaid

Alpsalan & Mitrop, Swans, Swine, and Swindlers: Coping with the Growing threat of Mega-Crises and Mega-messes, 2011, pg44
Community Systems Change Impacts: isolated vs. collective

**Most common approach to change:**

*Isolated impact.*

an approach oriented toward finding and funding a solution embodied within a single project or organization,

plus

the hope that the most effective projects organizations will grow or replicate to extend their impact more widely.

A Mess: PreK 1 12 Public Education

- Fix schools $\leftrightarrow$ Train better teachers.
- Fix schools $\leftrightarrow$ Train better parents.
- Fix schools $\leftrightarrow$ Train better legislators
- Fix schools $\leftrightarrow$ Hire more police
- Fix schools $\leftrightarrow$ Clean up the neighborhoods
- Fix schools $\leftrightarrow$ Eliminate racial & social inequities
WE NEED A NEW APPROACH TO KNOWLEDGE CREATION IN ORDER TO PRODUCE SUSTAINABLE CHANGE
Community Systems Change Impacts: isolated vs. collective

Need for strategies focused on collective impact:

the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem.

Knowledge Creation: Blending Indigenous, Tacit and Explicit Knowledge

Cycles of knowing-in-action and reflection-in-action generate new knowledge by bringing together what is known tacitly and explicitly.

Major Tasks for Systemic Change

• Engage Stakeholders
  – Engage individuals, organizations or entire communities with a stake in the problem or issue
  – This engagement should be continuous

1. Define Problem and Relevant System(s)
  – Identify focal problem or situation
  – Identify relevant system(s)
  – Identify system boundaries

2. Analyze Problem and Relevant System(s)
  – Analyze nature, scope, and causes of problem
  – Identity how characteristics and dynamics of relevant systems perpetuate the problem
  – Identify leverage points for change

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Major Tasks for Systemic Change

3. Plan for Systems Change
   - Develop a theory of change (*with systems characteristics*) to guide systems change effort ([www.theoryofchange.org](http://www.theoryofchange.org))
   - Develop VMSOA (Vision, Mission, Objectives, Strategies, and Actions) of systems change effort ([http://ctb.ku.edu](http://ctb.ku.edu))

4. Assess Readiness and Capacity for Change
   - Assess capacity for change at multiple levels: project director, community leaders, systems, etc…
   - Develop plans and strategies to build capacity

5. Take Action
   - Enact Capacity Building and Systems Change Strategies

6. Assess Results of Actions
   - Evaluate CB and SC process, outputs, outcomes and impacts
USING THE INTERPLAY OF TACIT AND EXPLICIT KNOWLEDGE TO ADDRESS COLLECTIVE IMPACT and SYSTEMS CHANGE

STRATEGIC DOING
PROCESS
FRAMEWORK

TRANSDISCIPLINARY APPROACHES TO SYSTEMS CHANGE

K-21 EDUCATION

Individually
Projects

Collective Impact

NEIGHBORHOOD SAFETY/QUALITY

Individual Project Change

REGIONAL ECONOMIC DEVELOPMENT

HEALTH AND WELL BEING

INTERMODAL TRANSPORTION SYSTEM

COMMUNITY BASED PARTICIPATORY APPROACHES: SUSTAINABILITY through KNOWLEDGE TRANSFER

ENVIRONMENTAL SUSTAINABILITY

RACIAL AND SOCIAL INEQUITIES

ABLE CHANGE
SYSTEMS FRAMEWORK
The Five Conditions of Collective Impact

**Common Agenda:** Shared vision for change; common view of the problem; joint approach to actions.

**Shared Measurement:** Collecting data and measuring results consistently for accountability

**Mutually Reinforcing Activities:** Activities must be varied but coordinated through a plan of actions:

**Continuous Communication:** Consistent and open communication to build trust, assure mutual objectives and create common motivation

**Backbone Support:** requires an organization(s) & skilled staff to coordinate effort

Power of We Consortium: Who We Are

• Ingham County’s “community collaborative” or “network of networks” that brokers relationships, information, and resources.

• Brings together key stakeholders and community members to accelerate change in the Capital Region.

• Uses the power of communication, collaboration, and accountability to focus resources where they are most needed.
Power of We Consortium: Who We Are

• Members believe that what affects one person affects the entire community.

• Community’s most challenging issues are interrelated, and by working together, positive change is achievable.

• See www.powerofwe.org for a detailed description of the Power of We Consortium, its membership, and its goals and activities.
Power of We Consortium: Vision/Mission

- **Vision**: A healthy community through collaboration.

- **Mission**: Identifying and implementing change strategies of issue-based groups that target underlying conditions (root causes) that create problems across multiple social areas.
Power of We Consortium: Focus

- Addressing basic needs of individuals, children and families.
- Improving health--physical and mental well-being.
- Protecting vulnerable populations.
- Enhancing family stability and family-life.
- Promoting social-emotional development and maturity, healthy behaviors, and life-long learning.
- Creating sustainable communities that are environmentally and economically viable, socially supportive, and safe.
Power of We Consortium: Community Practices

- **Engaging Community:** Engage community members in the identification of issues and development of solutions.

- **Facilitating Dialogue:** Emphasizing equality, listening, and addressing assumptions non-judgmentally.

- **Civic Leadership:** Community board representation—from neighborhood organizations to regional planning bodies.

- **Asset-Based Approach:** Institutional resources as assets, and community’s assets as the greatest resource.

- **Data Democratization:** Commitment to putting information in the hands of citizens and tailoring data for neighborhood purposes (data democratization).
Power of We Consortium: Structure
Power of We Consortium: Network Membership
Power of We Consortium: Membership

Community Coalitions
Power of We Consortium: Community Data Committee

- Developed in response to a clear and urgent need for scale appropriate data.

- First edition of the “Power of We — Strengthening our Connections for Action” was published in 2003, with two subsequent editions.
  - Now available online

- Report monitors 33 indicators which measure the well-being of the community:
  - Intellectual and Social Development
  - Economy
  - Health
  - Safety
  - Environment
  - Community life.
Power of We Consortium: Community Data Committee Highlights

- Returned Behavioral Risk Factor and Social Capital Survey.
- Hosted discussions regarding Substance Abuse indicators.
- Migrated PWC website to new host (Liquid Web) and have initiated posting of updated indicator charts and narratives.
- Engaged MSU-UOE to provide dedicated webmaster (Graham Pierce) for updating website indicators.
- Hosted discussions around Environmental indicators, and Health and Health Equity indicators.
- Hosted discussions regarding Home Ownership and Homelessness indicators.
Power of We Consortium: Investors Steering Committee

- Coordinate and leverage community investments (with external resources) in order to expand utilization of our five community practices.

- The ISC was also asked to assist the Consortium in addressing the following challenge:

  - **How can we prompt community organizations, groups, and neighborhoods to see the resources of public institutions as community assets, and how can we encourage our public institutions to see community assets as a resource for achieving their goals?**
Power of We Consortium: Investors Steering Committee Highlights

- Neighborhood Revitalization
- AmeriCorps Vista
- Capacity Building
- Michigan Pathways to Better Health
- AmeriCorps State
- Infancy to Innovation
Power of We Consortium: Leadership & Practice Committee

- Charged with identifying the capacity building needs of community and faith-based organizations and coordinating efforts to meet them.

- Capacity Building Workshops:
  - Leadership Development
  - Organizational Development
  - Program Development
  - Revenue Development
  - Community Engagement

- Capacity Building Resources
  - Online Resources
  - Organizational Assessment
Power of We Consortium: Leadership & Practice Committee Highlights

- 6th Year of Capacity Building Program
- Online Capacity Building Resources
- Oversees AmeriCorps State Program
- Oversaw AmeriCorps VISTA Program
- PWC E-Bulletin “Connections”
- Capacity Building Workshops
Established in 2009, engages approximately 20 service members annually in a year or a summer of national service.

Serve low-opportunity neighborhoods of Ingham County, MI.

- Dual goals of serving local families and impacting the individuals who serve as AmeriCorps members.

Focus Areas
- Increase consumption of healthy foods and reduce food insecurity through gardening or food distribution.
- Teach community members the importance of eating healthy foods and strategies to adopt better diets.
- Expand and promote safe, affordable exercise options to encourage frequent physical activity.
Power of We Consortium: AmeriCorps State Highlights

• More than 8,000 individuals received food.

• 6,300 individuals participated in educational programming.

• More than 1,200 individuals participated in exercise-promotion programming.

• Services targeted families in low-opportunity neighborhoods.

• Partnerships continue with Lansing’s three neighborhood centers, Greater Lansing Food Bank, Ingham County Land Bank, and Fenner Nature Center. New partnerships include the Lansing School District, EVE (domestic violence shelter), Edgewood Village (low-income housing), Kid’s Repair Program (bike safety in South Lansing), etc.
Power of We Consortium: Future Direction

CONTINUUM EXERCISE

Passive  General  Active

Specific

1. Members meet regularly to learn about projects & opportunities
2. Members share information on emerging challenges and talk about possible solutions
3. Members form groups dedicated to addressing specific community problems
4. Change strategies of issue-based groups are linked by common values held by the membership as a whole
5. Membership as a whole organizes its power to achieve specific changes in policy or practice.

6. Membership as a whole actively builds power in the community to continually generate and pursue specific changes in policy and practice.

7. Issue-based group attract broad-based community attention to problems
8. Want to Be
9. Change strategies of issue-based groups target underling conditions (root causes) that create problems across multiple social areas
10. Now

Members get together to develop recommendations for tackling broad areas of community concern.
Power of We Consortium: Future Direction

What do we need to do, collectively, to pursue this purpose?

<table>
<thead>
<tr>
<th>WHAT WE NEED TO DO</th>
<th>#</th>
<th>total (%)</th>
<th>SPECIFIC RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Align actions/effort around common goal</td>
<td>11</td>
<td>11 (33%)</td>
<td>5, 7, 8, 11, 15, 18, 23, 24, 25, 32, 33</td>
</tr>
<tr>
<td>Identify clear goals/outcomes together</td>
<td>8</td>
<td>14 (42%)</td>
<td>5, 7, 16, 18, 21, 32, 33, 34</td>
</tr>
<tr>
<td>Identify problems to address collectively</td>
<td>6</td>
<td>16 (48%)</td>
<td>5, 6, 8, 12, 21, 24</td>
</tr>
<tr>
<td>Facilitate focused, strategic conversation</td>
<td>6</td>
<td>19 (58%)</td>
<td>6, 9, 13, 18, 21, 29</td>
</tr>
<tr>
<td>Get consensus on common values</td>
<td>6</td>
<td>22 (67%)</td>
<td>2, 3, 14, 18, 23, 32</td>
</tr>
<tr>
<td>Focus collectively on root causes / inequities</td>
<td>5</td>
<td>24 (73%)</td>
<td>2, 11, 12, 17, 19</td>
</tr>
<tr>
<td>Be more action oriented</td>
<td>5</td>
<td>25 (76%)</td>
<td>4, 11, 17, 25, 33</td>
</tr>
<tr>
<td>Assess our performance</td>
<td>4</td>
<td>*</td>
<td>14, 21, 33, 34</td>
</tr>
<tr>
<td>Build community’s power to change policy</td>
<td>4</td>
<td>27 (82%)</td>
<td>10, 19, 20, 25</td>
</tr>
<tr>
<td>Increase public awareness of PWC</td>
<td>3</td>
<td>28 (85%)</td>
<td>16, 27, 29</td>
</tr>
<tr>
<td>Reach out, ID new kinds of leaders</td>
<td>3</td>
<td>*</td>
<td>20, 23, 27</td>
</tr>
<tr>
<td>Build relationships</td>
<td>3</td>
<td>29 (87%)</td>
<td>2, 22, 27</td>
</tr>
</tbody>
</table>
Power of We Consortium

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• Website: www.powerofwe.org

• Facebook: http://www.facebook.com/powerofweconsortium

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