Cradle to Career Collective Impact for Pima County

Mission

Cradle to Career collective impact is about developing the infrastructure in our community to collect, share, and use data to design strategies and interventions that get results for ALL children and youth.

This methodology has worked in other communities and can work here in Southern Arizona. This graphic shows the outcomes being tracked in Cincinnati, where the methodology was developed and shows their impressive results since 2003.


StriveTogether Tools, Process, and Strategic Assistance

StriveTogether has designed strategic assistance that helps communities build on opportunities, solve issues and overcome challenges and hurdles impacting the systems of learning in their communities.

Using the identified community assets and potential hurdles, StriveTogether worked with the UWTSA team to prepare for and implement a Core Team Planning Retreat held on September 24, 2014. The purpose of the Planning Retreat was to begin to draft the core pieces of the Partnership including:

1) **Vision/Mission/Goals:** The Vision/Mission/Goals team works to bring together community partners in an accountable way to implement a Cradle to Career vision for education which includes both SMART goals and an aspirational mission statement.

2) **Outcomes/Indicators:** The Outcomes/Indicators team works to integrate professional expertise and data to make decisions about how to prioritize a community's efforts to improve student outcomes.

3) **Accountability Structure:** The Accountability Structure team frames the agreements and/or operating principles around how partners will interact with each other, accomplish goals, and improve outcomes over time, including the establishment of an anchor entity with core staff.

On February 13, we convened 165 additional community leaders to provide feedback on these foundational pieces which will be further refined and used to continue to build support for the partnership. Five school districts are already involved and exploratory conversations with four additional districts are underway for how they would like to participate.
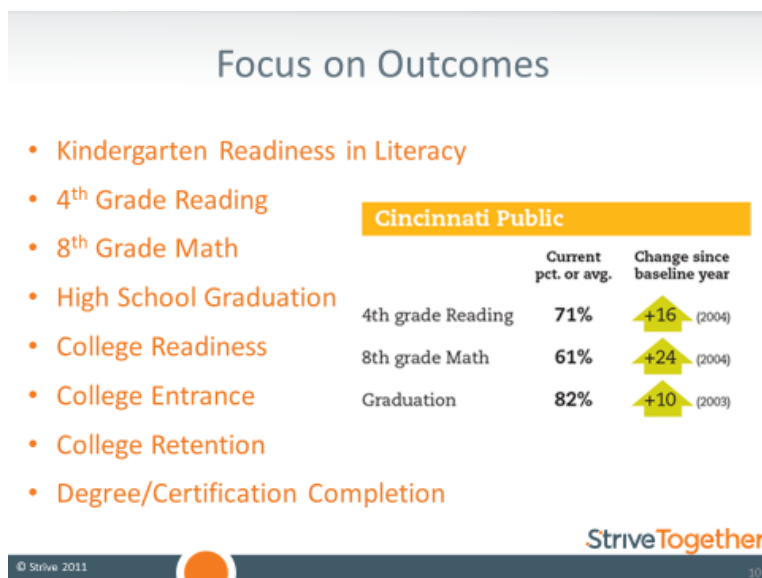
Another support tool offered through Strive's Strategic Assistance is the **Community Impact Report Card (CIRC).** The Community Impact Report Card is an online, web-based business analytics application that achieves the following goals:

- Tracks population level outcome indicators that the local community has identified and agreed upon
- Is able to present disaggregated data by subgroups
- Provides annualized reporting to education and community leaders
- Tracks strategic and collaborative efforts taking place in the community that intend to move the needle on the priority outcome indicators

Where is the Strive Framework Being
Used?

Fifty-five other communities are working with Strive Together to build their civic infrastructure and implement these system reforms. Information about their work can be access through www.strivetogether.org.

StriveTogether Network

How a Change Network initiates and sustains improve indicators
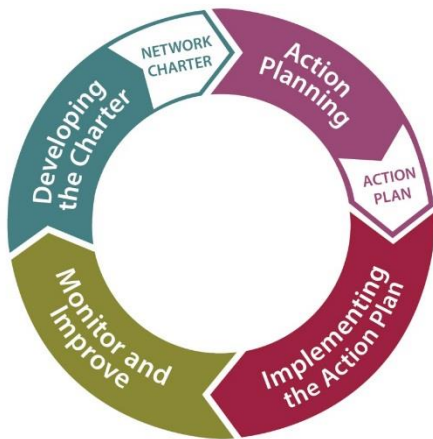
Supported by a leadership council, change networks are collaborative groups with a focus on one of the six identified outcomes (kindergarten readiness, early grade literacy, middle school math, high school graduation, post-secondary enrollment and post-secondary completion). They collect data on strategies and regularly analyze the data to see what is working and what is not. This is communicated to the Leadership Council that helps remove roadblocks, mobilize resources and lift up best practices as a model for others.

Who is already involved?

Alan Storm	Superintendent	Pima County JTED
Bernadette Gruber	Education Domain Director	4Tucson
Clinton Mabie	President & CEO	Community Foundation of Southern Arizona

David Baker	Superintendent	Flowing Wells Unified School District
Eugenia Favela	Interim Superintendent	Sunnyside Unified School District
Francisco Garcia	Director of Public Health	Pima County Health Department
Gregg Johnson	Campus Director	University of Phoenix
HT Sanchez	Superintendent	Tucson Unified School District
Jon Kasle	VP, Communications and External Affairs	Raytheon
Joseph Snell	President & CEO	Tucson Regional Economic Opportunities
Jonathan Rothschild	Mayor	City of Tucson
Kathleen Quigley	Presiding Judge	Pima County Juvenile Courts Center
Lea Marquez-Peterson	President & CEO	Tucson Hispanic Chamber of Commerce
Lee Lambert	Chancellor	Pima Community College
Linda Arzoumanian	Superintendent	Pima County Schools Superintendent's Office
Melinda Cervantes	Executive Director	Pima County Public Library
Manuel Valenzuela	Superintendent	Sahuarita Unified School District
Michael Varney	President & CEO	Tucson Metro Chamber
Randy Reynolds	Founder and Executive Director	Community Renewal
Richard Ducote	Regional Community Development Manager	Freeport McMoran
Ronald Marx	Dean of College of Education	University of Arizona

United Way of Tucson
and Southern Arizona

UNITED WAY
Cradle to Career

Building a Better Community by Uniting People, Ideas and Resources

OUR MISSION
Build a Better Community by Uniting People, Ideas, and Resources

- Focused, results-driven system—working year round to create lasting solutions

- Bring people together to effect positive change

- Build strong partnerships with volunteers, local business, government, and nonprofits

- United Way accomplishes what no one agency can do alone

United Way

United Way of Tucson and Southern Arizona

2020 Community Impact Plan Education Income Health

Education Results

- All children (0-5) in Pima County enter kindergarten eager to learn and ready to succeed in life
- Youth are ready by 21 and connected by 25 to college, work and life.

Income Result

- Families are financially stable

Health Result

- Seniors are healthy and maintain maximum independence

COMMUNITY IMPACT STRATEGIC WORK GROUPS

- First Focus on Kids/Read On Tucson
- Youth Development Coalition
- Elder Alliance
- Financial Stability Partnership

All have an active, diverse membership (more than 300 total partners) and include several subcommittees and task groups to achieve strategic results and magnify the effect of UWTSA Donations

UWTSA "MOVE THE NEEDLE" INDICATORS
2011 to 2014

- A 101% increase in the number of child care centers and homes rated at a 3, 4, or 5 star level (51 in 2013 to 106 in 2014)

- Nearly a 5 point percentage average increase in percent of children in 19 targeted schools reading at grade level (58.4% in 2011 to 63.2% in 2014)

- A 70% increase in tax returns prepared (8,558 in 2011 to 14,438 in 2013)

- A 72% increase in income tax refunds received ($12.6 million in 2012 to 21.7 million in 2014)

- A 20% increase in children in Pima County receiving state health insurance (89,242 in 2012 to 107,000 in 2014)
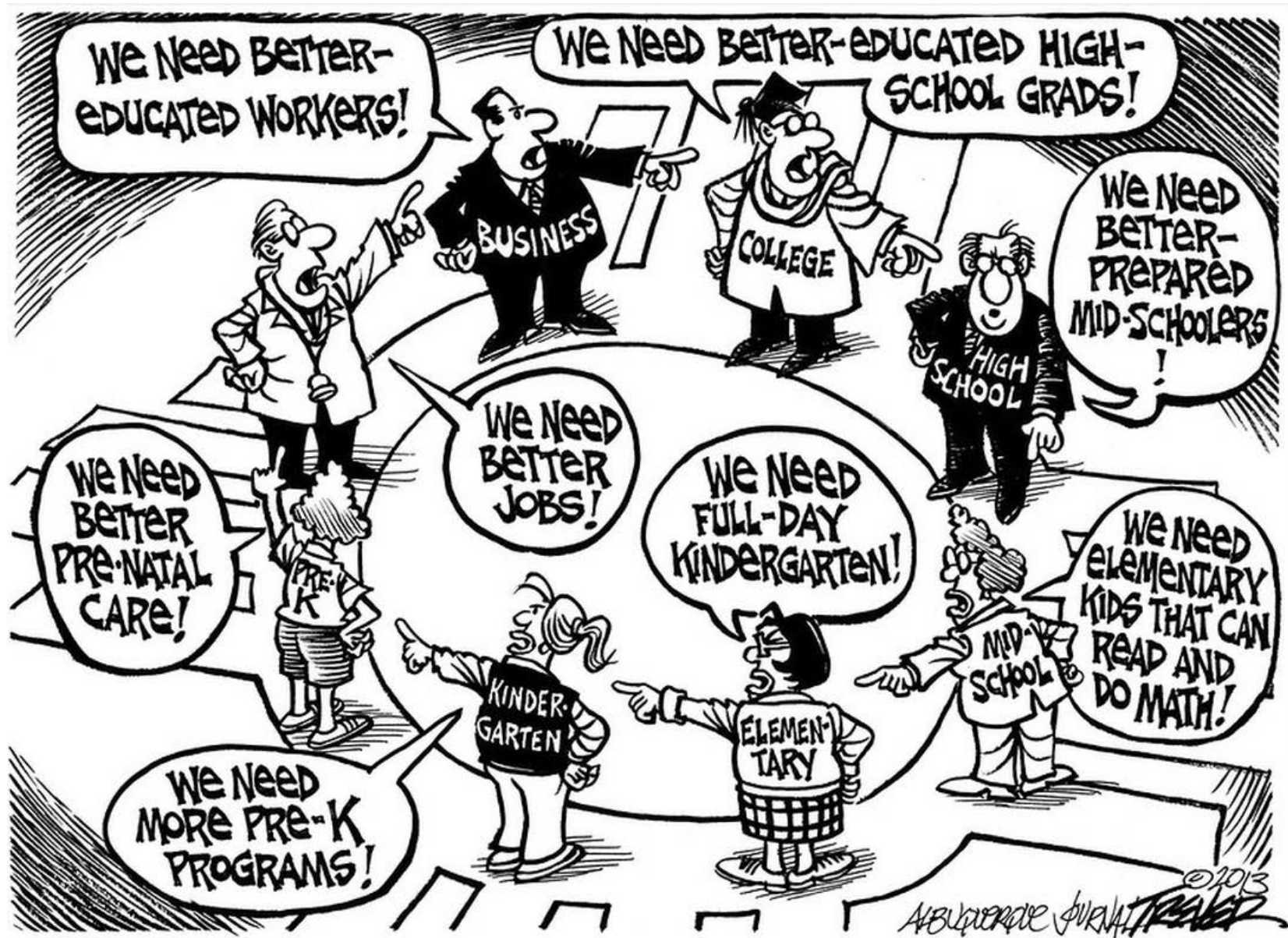
Definition of Collective Impact

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

-- John Kania & Mark Kramer,

FSG Social Impact Advisors,

Stanford Social Innovation Review

Winter 2010

Five Elements of Collective Impact

Common Agenda

Shared Measurement

Mutually Reinforcing Activities

Continuous Communication

Backbone Organizations

Courtesy of FSG 2011

Role of the Partnership

United Way
United Way of Tucson
and Southern Arizona

ROLES:

|	
Change practice on ground	**Implement strategies to impact outcomes**
Convene partners	**Personnel Support**
Data access	**Remove financial & operational barriers**
Data analysis	
Data coaching	**Remove political barriers**
Development/fundraising	**Advocate for policy change**
Communication	**Represent/engage community voice**
Eliminating disparities	**Resource support for data-driven action**
House the partnership staff	**Strategic decision making**

"The Big Seven"

## Proposed Outcomes and Indicators

Outcomes	Kindergarten Readiness	Early Grade Reading Proficiency	Middle Grade Math Proficiency	High School Graduation	Re-engagement	PS Completion	Career Attainment
Indicators	% enrolled in high quality pre-k programs	% Proficient	% Proficient /On-track	% Graduating HS/Diploma	% of 16-24 year olds not in school and not working	% Completing PS Degree/Certification/Credential	% of 20-24 year olds employed
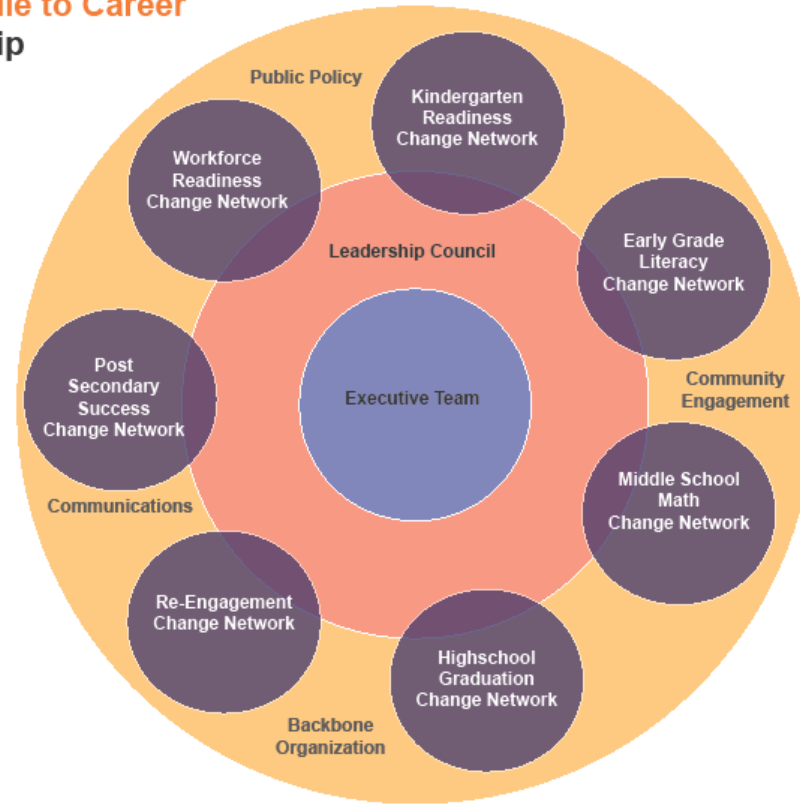
What is a Change Network?

This is a collaborative that initiates and sustains strategies, using data for continuous improvement
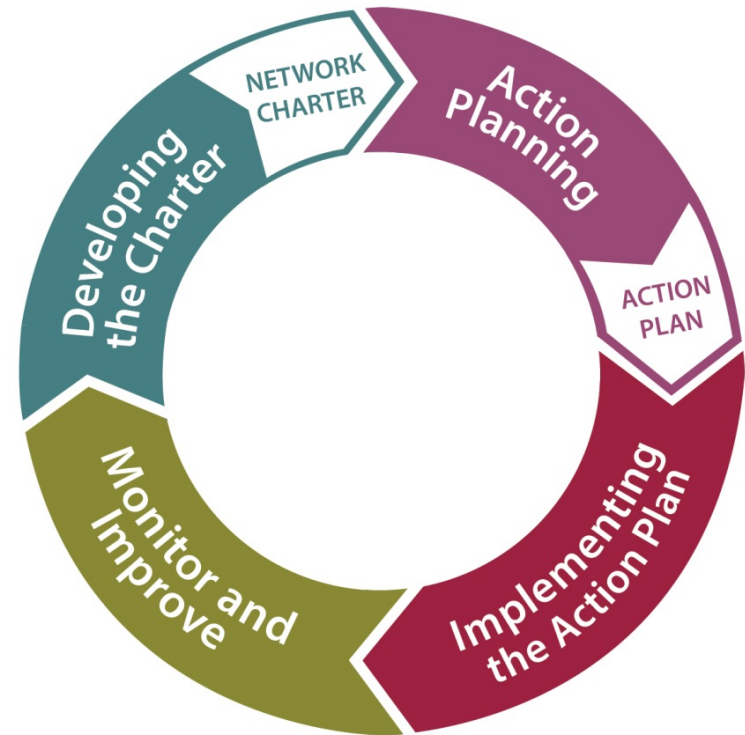
Who is Already on Leadership Council

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Proposed Timeline

September 2014

Host Planning Retreat with CEO/Executive Leadership

• **Create DRAFT Vision/Mission/Goals Outcomes/Indicators**

- **Accountability Structure**

• **Align key resources to support Phase Two**

• **Engage Planning Retreat participants to refine DRAFT work products in preparation for Design Institute**

February 13, 2015

Host Design Institute with Key Community Leaders & Educators

• **Present Vision/Mission /Goals/Outcomes/Indicators for feedback**

• **Share Accountability Structure for Feedback**

March, 2015

March 12: Big Deal Data – Moving from Analytics to Action

Volunteers refine draft documents, Prioritize Outcomes and Identify Key Drivers

Leadership Council reviews refined documents

April - June 2015

Identify 2-3 Interventions for Continuous Improvement Process

Explore Possibilities for Est Change Networks

Continue to engage critical stakeholders in the Partnership's work

Discussion of Partnership with FTF

- How can we work together?

- How can we be sure that we are using the same indicators for school readiness?

- How else might you be involved?