University of Nebraska - Lincoln

DigitalCommons@University of Nebraska - Lincoln

6-2018

Bringing about Community Change

Connie Loden
The New North

Sharon Gulick
University of Missouri

Norm Walzer
Northern Illinois University

Bringing About Community Change

Presenter: Connie Loden

Contributors: Sharon Gulick, and Norman Walzer

Presented to

World Community Development Conference, 2018
International Association of Community Developers

Kildare, Ireland

June 2018

Presentation Overview

- Community Change Network (CCN)
  - Organization
  - Purpose
  - History
  - Projects
  - Survey
- Factors Involved in Successful Community Change
- Recent Activities
- Future CCN Directions and Plans
- How You can be Involved

Community Change Initiative

- A Community Change Network Was Formed In 2010-11 To Understand Ways To Help Small Communities Bring About Effective Change. It Incorporates Past Experiences of Mainly *University Outreach* Programs With Histories of Successful Outcomes Plus a Survey of 35 Programs with Documented Outcomes.

- CCN Held Sessions In Annual CDS and IACD Conferences In New Orleans, Boise ID, Cincinnati, Charleston, Dubuque, and Glasgow.

- Several Special Issues of *Community Development,* Journal of The Community Development Society and Articles Focused on Innovative Approaches to Change and Related Topics. Edited Volume in C.D. Series

- The CCN Has Focused Mainly on Small Cities in Nonmetropolitan Areas But What Has Been Learned Can Also Be Applied To Large Cities.

- National Rural Assembly in Washington, DC (9-15)- Official Working Group designation

- Community Change Resource Bank developed

- Community Change Network chosen as CDS Fellows Working Group

Community Change Network Survey Results
Q1: How do you define your PRIMARY role in community development?

Answered: 96   Skipped: 0
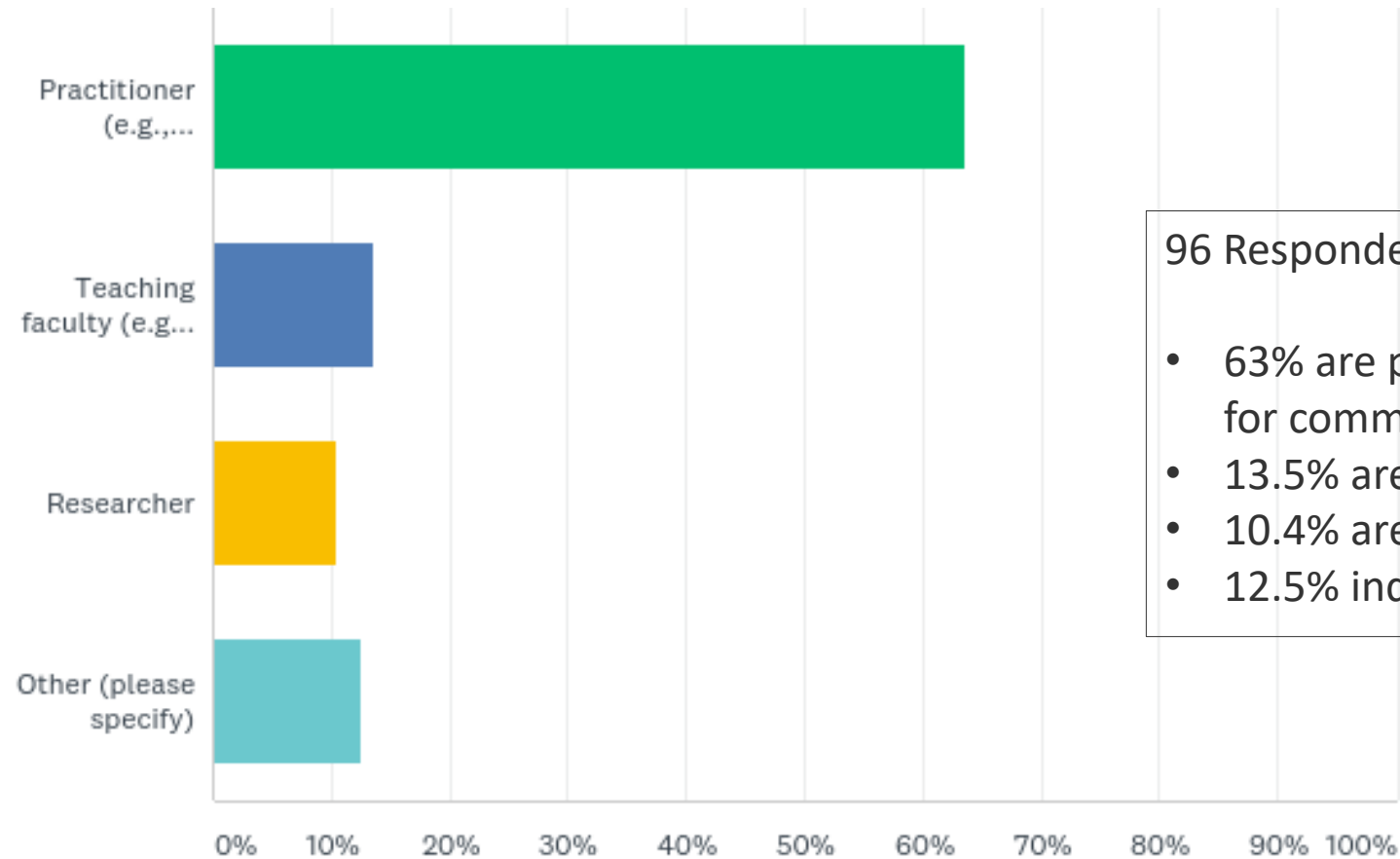
96 Respondents - May-Sept. 2017

- 63% are practitioners (Extension educator[1], work for community based organization, etc.),
- 13.5% are teaching faculty
- 10.4% are Researchers
- 12.5% indicated themselves as "Other"

Q3: Are you employed by:

Answered: 96   Skipped: 0
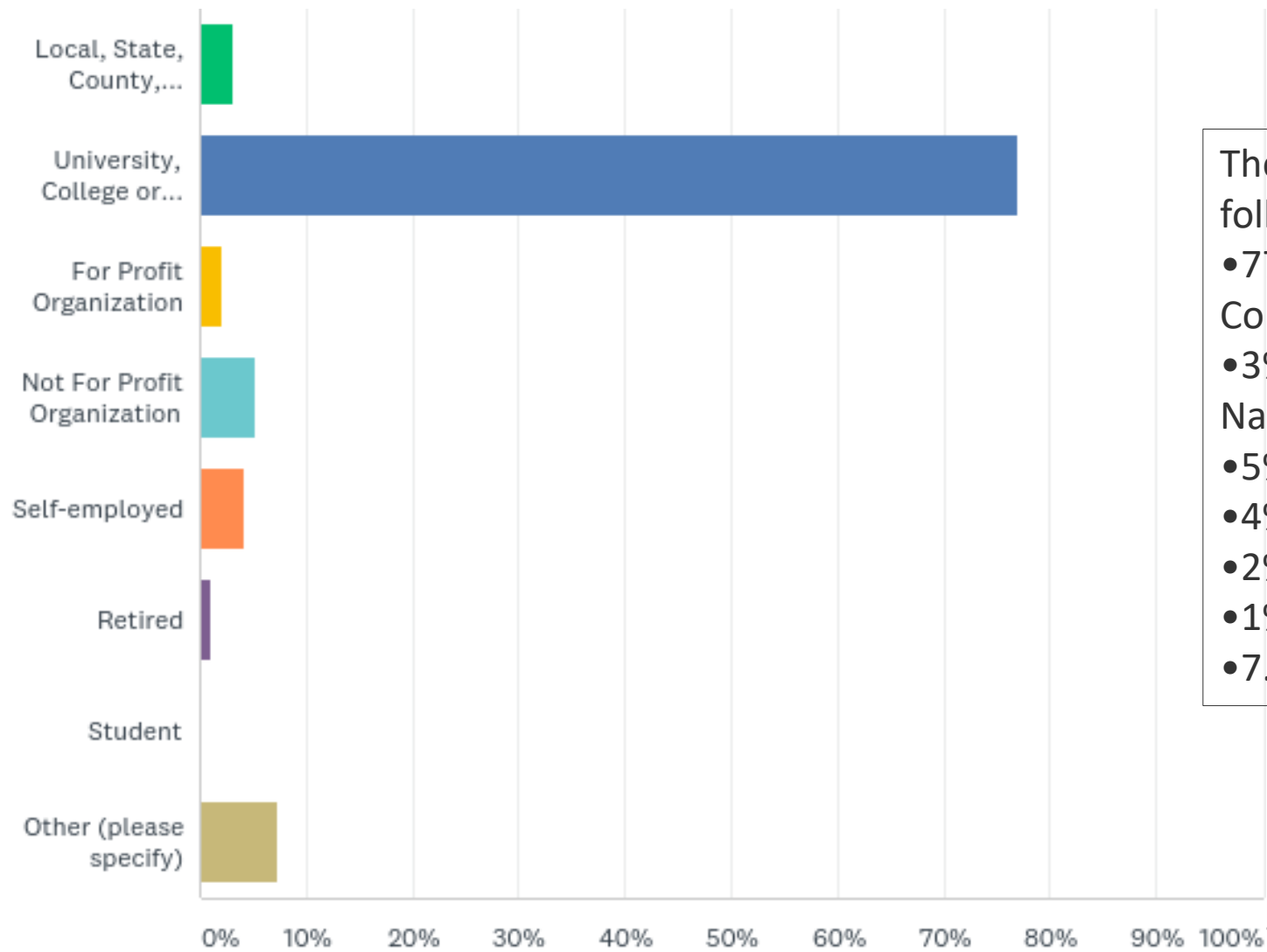
The survey participants are employed by the following entities:
- 77% - University, College or Community College
- 3% - Local, State, County, Provincial, National or other government entity
- 5% - Not for Profit Organization
- 4% - Self-employed
- 2% - For Profit Organization
- 1% - Retired
- 7.3% - Other

Q4: What topics or issues would you like to have additional training?

Answered: 96   Skipped: 0

As you can see, some of the areas with the most respondents include:

- Community Capacity
- Community Change
- Asset Based Community Development
- Community Coaching
- Community Economic Development and Community Economic Resilience

All topic areas within the same context of systemic and holistic community development approaches involved in Community Change.
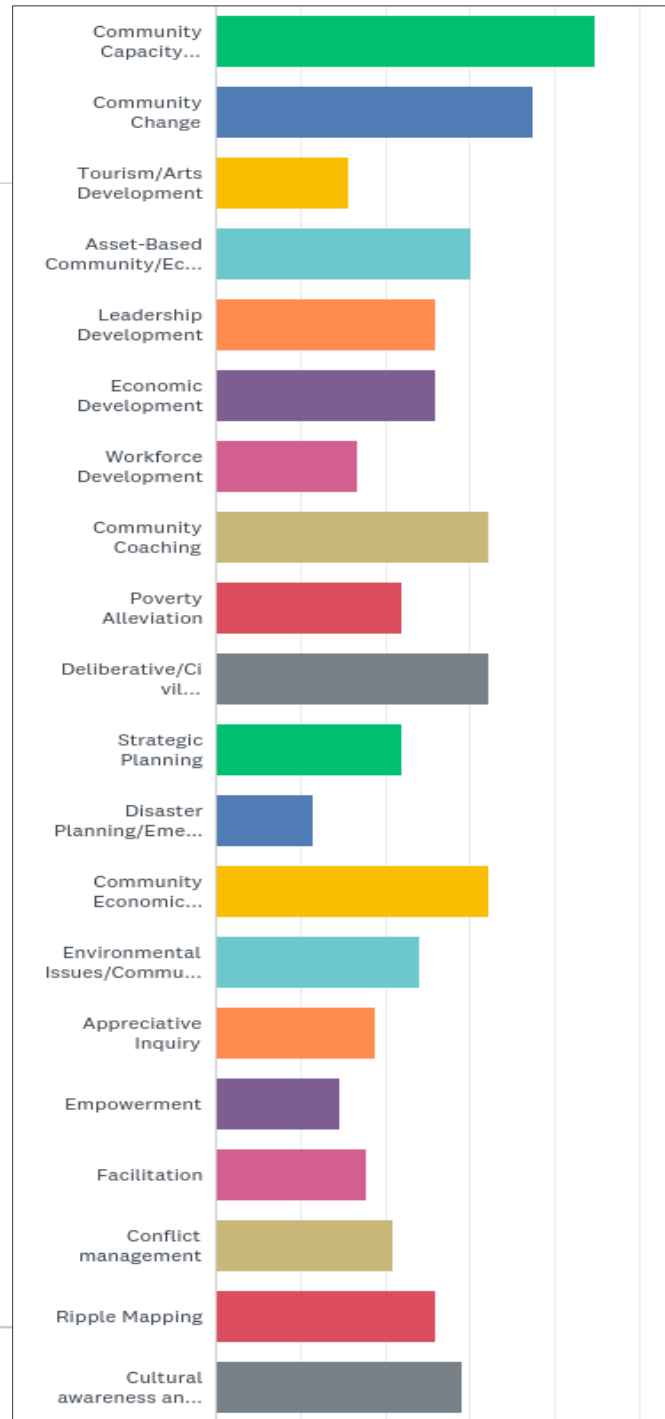
Q8: Are you a member of: (select all that apply)

Answered: 96   Skipped: 0
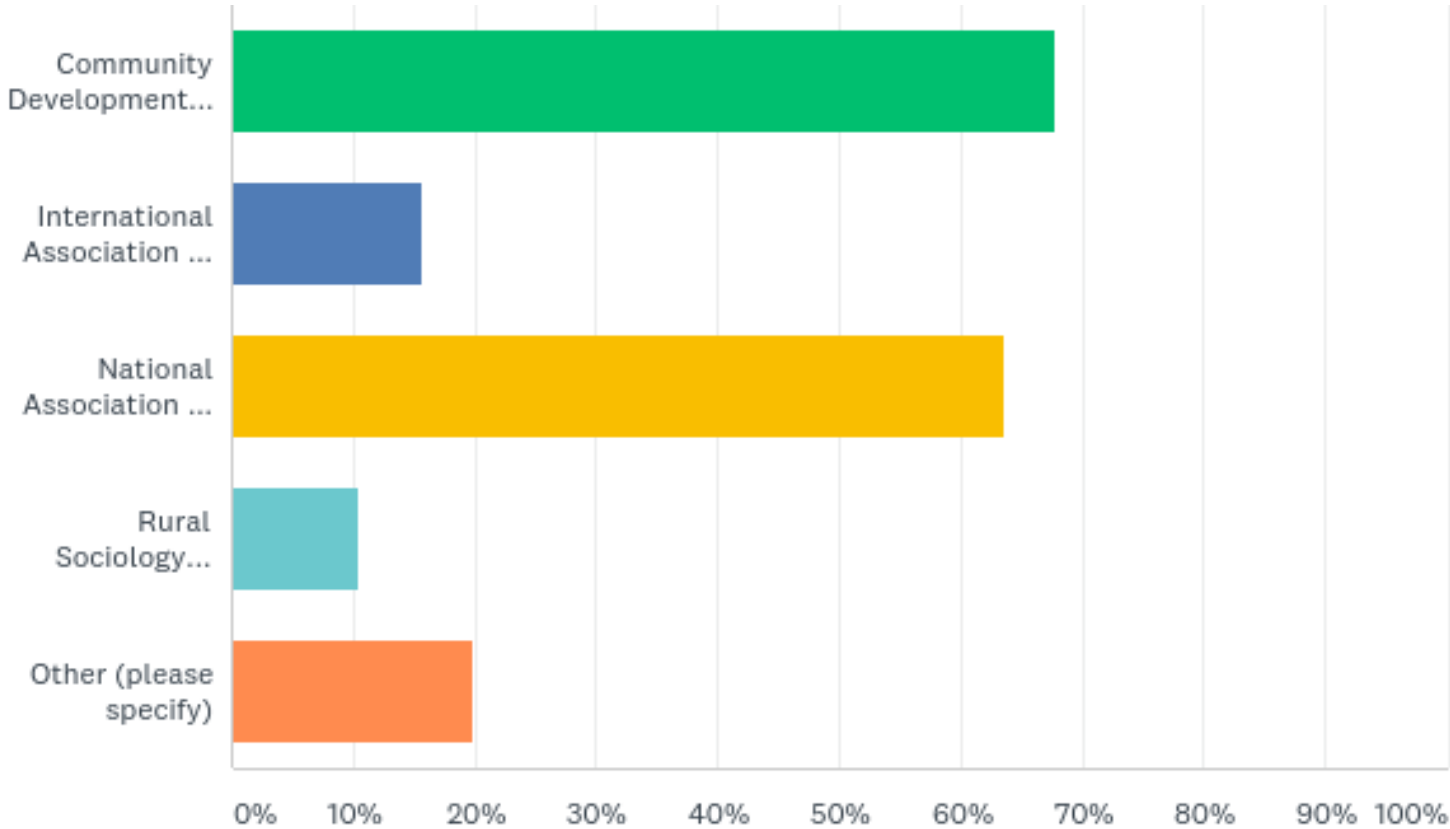
Innovative Strategies for Community Change

(Midwest Programs Examined)

- Community Visioning/Planning Initiatives

- Building Entrepreneurship

- Comprehensive Community Capacity-Building

The 5 Conditions of COLLECTIVE IMPACT

1) A Common Agenda
- Establishing common ground and shared goals.

2) Shared Measurement System
- Defining a common system of success to increase accountability and align efforts.

3) Mutually Reinforcing Activities
- Each partner is doing what they excel at while remaining coordinated with the collective.

4) Continuous Communication
- Develop trust and a culture of collaboration through transparency and regular contact.

5) A Backbone support organization
- Takes on the responsibility of coordinating the Collective Impact initiative.

Source: http://resultsscorecard.com/results-scorecard-sectors/collective-impact-software/

Preparing Communities

- Educate Entire Community About Process

- Encourage Broad-based Participation

- Build and/or Encourage Networks

- Make Sure There is Local Buy-in

- Participants and Residents Must Own Process

- Build Stress Local Leadership Capacity

- Support Leaders, Especially First-time People

The 5 Conditions of COLLECTIVE IMPACT

1) A Common Agenda
- Establishing common ground and shared goals.

2) Shared Measurement System
- Defining a common system of success to increase accountability and align efforts.

3) Mutually Reinforcing Activities
- Each partner is doing what they excel at while remaining coordinated with the collective.

4) Continuous Communication
- Develop trust and a culture of collaboration through transparency and regular contact.

5) A Backbone support organization
- Takes on the responsibility of coordinating the Collective Impact initiative.

Source: http://resultsscorecard.com/results-scorecard-sectors/collective-impact-software/

Create High Quality Programs
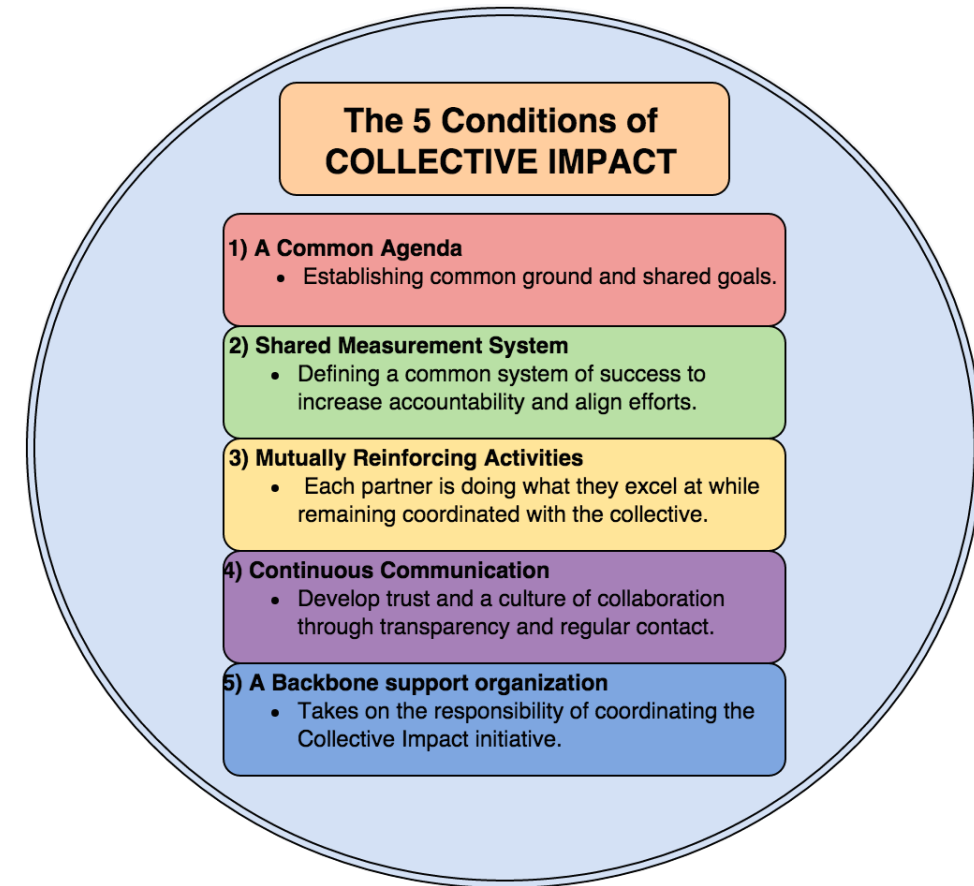
- Understand Program, Process, and Product

- Base on Scholarship and Evidence

- Include Theoretical Underpinnings

- Build on Successful Practices

- Incorporate New Paradigms and Thinking

- Build a "Break Through" Philosophy

- Be Flexible to Recognize Diverse Local Issues

- Make Program a Major Event in Community

The 5 Conditions of COLLECTIVE IMPACT

1) A Common Agenda
- Establishing common ground and shared goals.

2) Shared Measurement System
- Defining a common system of success to increase accountability and align efforts.

3) Mutually Reinforcing Activities
- Each partner is doing what they excel at while remaining coordinated with the collective.

4) Continuous Communication
- Develop trust and a culture of collaboration through transparency and regular contact.

5) A Backbone support organization
- Takes on the responsibility of coordinating the Collective Impact initiative.
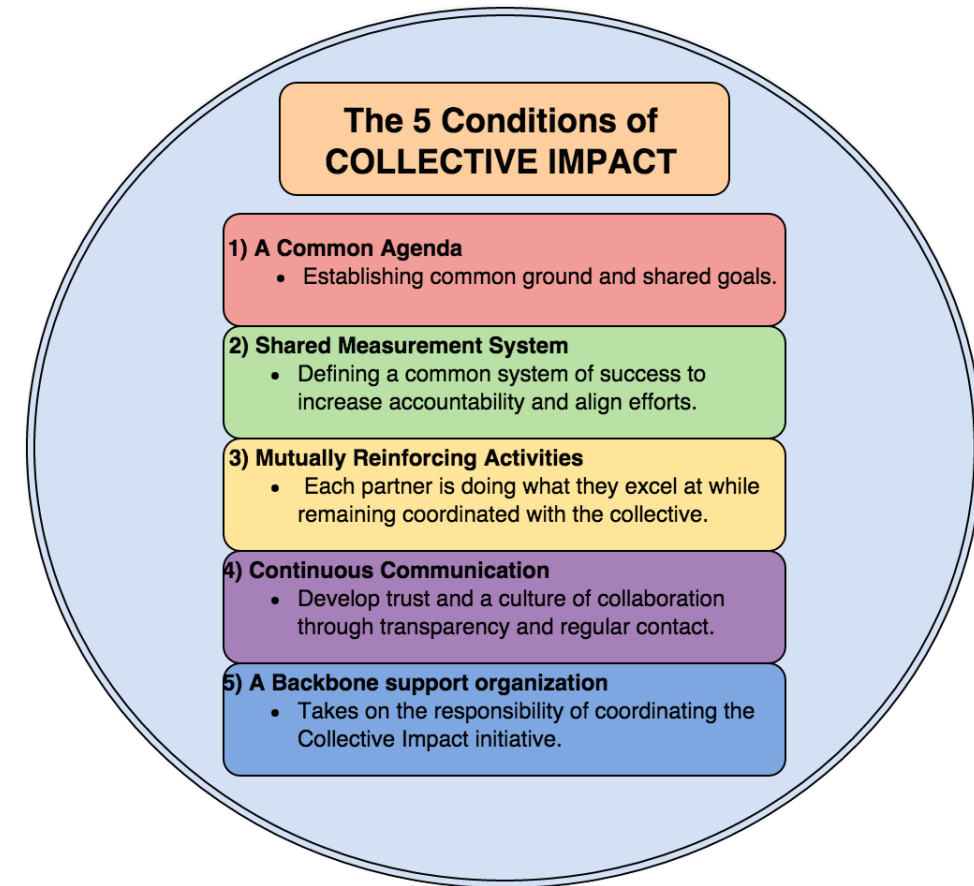
Delivering Solid Programs

- Mobilize Community Assets

- Encourage and Reward Risk-Takers

- Provide Flexibility in Topics and Delivery

- Build Program Identity

- Be Bold with a "Delightful" Process

- Enjoy the Process

- Adhere to the Program Mission

- Don't Wait for Permission to Act

The 5 Conditions of COLLECTIVE IMPACT

1) A Common Agenda
- Establishing common ground and shared goals.

2) Shared Measurement System
- Defining a common system of success to increase accountability and align efforts.

3) Mutually Reinforcing Activities
- Each partner is doing what they excel at while remaining coordinated with the collective.

4) Continuous Communication
- Develop trust and a culture of collaboration through transparency and regular contact.

5) A Backbone support organization
- Takes on the responsibility of coordinating the Collective Impact initiative.

Following up

- Measure and Document Outcomes

- Provide Accountability

- Persistent Follow-Through

- Communicate Using Latest Technologies

- Pick the Low-Hanging Fruit First

- Focus on the Future

- Pursue Long-term Sustainability and Resiliency

- Celebrate and Publicize Successes

The 5 Conditions of COLLECTIVE IMPACT

1) A Common Agenda
- Establishing common ground and shared goals.

2) Shared Measurement System
- Defining a common system of success to increase accountability and align efforts.

3) Mutually Reinforcing Activities
- Each partner is doing what they excel at while remaining coordinated with the collective.

4) Continuous Communication
- Develop trust and a culture of collaboration through transparency and regular contact.

5) A Backbone support organization
- Takes on the responsibility of coordinating the Collective Impact initiative.

Community Change Resource Bank

www.ruralxchange.net/communitychange

- Case Studies
  - **Community Progress Initiative**

    http://ruralxchange.net/communitychange/community-progress-initiative-a-case-study-of-community-change/

  - **Doniphan, MO**

    http://ruralxchange.net/communitychange/building-local-prosperity-doniphan-mo/

  - **Community Heart & Soul**

    http://ruralxchange.net/communitychange/community-heart-soul-field-guide/

- Research
- Promising Practices

Community Development Society Fellows - Community Change Network Project Goal

- Work with national Foundations to develop a set of metrics and models that foster the greatest impact for community change.

- Connect Foundations with community development practitioners and researchers who have experience with measuring impact.

- We will encourage the Foundations to come to CDS to access professional information and research and to join the Society as active members.

- Encourage participation in CDS and Community Change Network at IACD presentation in Ireland,

For Future Information or to get involved, contact……

- Connie Loden – cloden@thenewnorth.com

- Sharon Gulick - GulickS@missouri.edu

- Norm Walzer - nwalzer@niu.edu

- Milan Wall -mwall@heartlandcenter.info

Or Attend the **Community Development Society** Conference
Detroit MI USA - July 22-25, 2018
www.comm-dev.org

Techniques and Tools

Overview of Presentation

- Help Communities Reach their Potential through Collective Approach
- Need to Understand Process of Community Change
- Which Programs Work and Why?
- What is the Role of Collective Impact in Fostering Long-Term Change?
- Collective Impact in Community Development Issues
  - Norman Walzer, Liz Weaver, and Catherine McGuire (Editors)
  - *Collective Impact and Community Development Issues* (Special Issue of CDS Journal) later published as book
  - *Bringing Change to Communities using Collective Impact* (Community Economic Development Series)

NORTHERN ILLINOIS UNIVERSITY
Center for
Governmental Studies
Outreach, Engagement, and Regional Development

S.W.O.T*

*Strengths, Weaknesses, Opportunities, and Threats.

Take Charge and Vision to Action Too

- Launched by North Central Center for Regional Development (Iowa State University)

- Distributed Through Cooperative Extension and Other Agencies (1990)

- Response to Farm and Rural Crises in 1980s
    - Where Have We Been?
    - Where Do We Want to Be?
    - How Can We Get There?
    - How to Maintain the Momentum?

- Workbook and Materials Designed for Local Delivery

- Revised (2001) as *Vision to Action: Take Charge Too*

SOAR Framework
Strengths, Opportunities, Aspirations, Responses

Strategic Doing Process
four key questions...

Learn   *Find*

Plan   *Focus*

What could we do together?

What should we do together?

What will we do together?

When will we get back together?

Key Strategic Questions
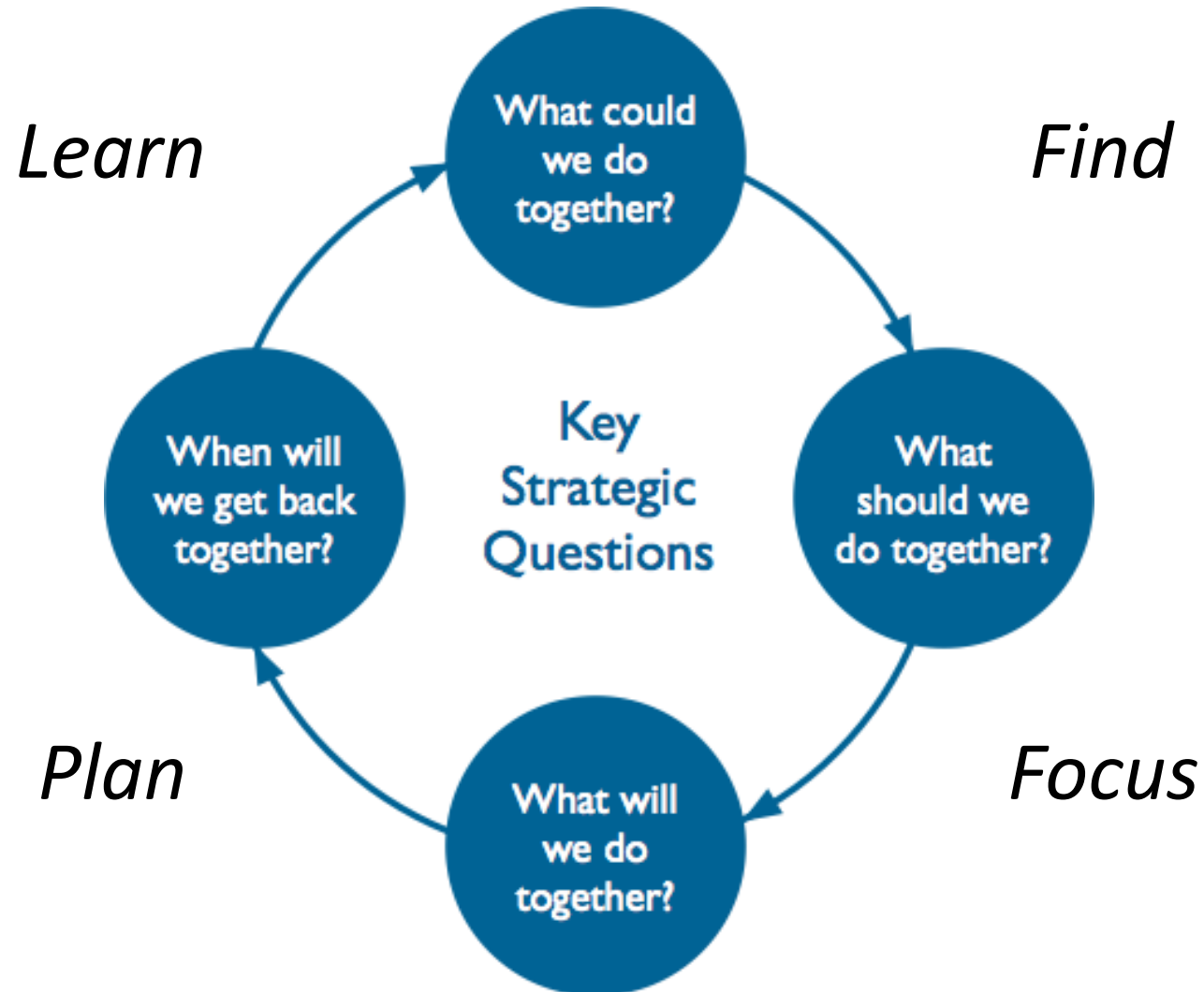
Obstacles to Lasting Outcomes?

- Technical v. *Adaptive* (Complex) Issues
  - *Answer Not Known in Advance*
  - *No Single Agency has Resources/Authority to Bring About the Changes*
- Isolated v. Collective View of Impact
- Competing Goals of Organizations
- Unwilling to Change or Adapt Behavior
- Unable or Unwilling to Collaborate on Remedies
- Inconsistent Perception of What is Happening
- Measure Impact in Different Ways

Important Distinctions
Techniques v. System/Approach

- Overall System That Accommodates or Promotes Change

- Especially Suited for Complex Issues and Adaptive

- Require Multiple Organizations to Collaborate on Common Goals

- Promotes Accountability of Participating Organizations

- Brings About Changes in Behavior to Pursue Desired Goal

Issues to Consider

1. What Was The Project Or Setting? How Many Years Ago?

2. How Did It Work? What Were The Outcomes?

3. What Were The Key Ingredients That Made The Project Succeed?

4. Which Of The Basic Components Of Collective Impact Were Not There?

5. What Was The Backbone Organization?

Further Reading

- Janet Ayres et al. 1989. *Take Charge.* Ames, IA: North Central Regional Center for Rural Development.

- R. Heifetz, J. Kania, and M Kramer. 2004. "Leading Boldly". *Stanford Social Innovation Review*. Downloaded at: http://www.ssireview.org/articles/entry/leading_boldly

- J. Kania and M. Cramer. 2011. "Collective Impact." *Stanford Social Innovation Review*. pp. 36-41. (Winter).

- Fay Hanley Brown, John Kania, and Mark Kramer. 2012. "Channeling Change: Making Collective Impact." **Stanford Social Innovation Review.**

- E. Morrison. 2011. "Strategic Doing Trainers Session." West LaFayette, IN: Purdue Center for Regional Development.

- J. Stravros and G. Hinrich. 2009. *SOAR: Building Strengths-Based Strategies*. Bend, OR: Thin Book Publishing Co..

- G.P. Green et al. 2001. *Vision to Action: Take Charge Too.* Ames, IA: North Central Regional Center for Rural Development.

- N. Walzer and S. Deller.1996. "Rural Issues and Trends: The Role of Strategic Visioning Programs" in N. Walzer, ED. *Strategic Visioning Programs*. (Westport, CT.: Praeger Publishers, Inc. Chapter 1.

- N.Walzer and G.F. Hamm. Ed. 2010. "*Innovative Community Visioning Practices*". *Community Development,* vol. 41, no. 2 (special issue)

- N. Walzer and G.F. Hamm. Ed. 2012. *Community Visioning Practices: Processes and Outcomes*. (New York: Routledge, Taylor and Francis, Inc.)

- T. Sudhipongpracha & N. Walzer, 2014. "Rural Community Development in Motion: A Survey of Community Visioning and Strategic Planning Programs in the U.S." in M. Osborne and Carlin Carlot, Ed. 2014.

Examples of Applications

Community Campus Partnerships, Collective Impact & Poverty Reduction

     Karen Schwartz, Carleton University; Liz Weaver, Donna Jean Forster-Gill, Natasha Pei, Tamarack Community; and Annie Miller, Carleton University

Finding Gold in Southwest Florida - Using Tribal Alchemy and Getting to Outcomes (GTO) for Collective Impact Capacity Building

     Cindy Banyai, Dave Fleming, and Sarah Owen, Banyai Evaluation & Consulting

For Further Information,

Norman Walzer
Senior Research Scholar
nwalzer@niu.edu

Center for Governmental Studies
Northern Illinois University
DeKalb, IL 60115
www.cgsniu.org

Collective Impact
Brings People Together in a Structured Way to Cause Social Change

- Common Agenda

- Shared Measurement System to Monitor Progress

- Mutually-Reinforcing Activities

- Continuous Communication

- Backbone Organization to Support Approaches

- Focus on Systemic and Behavioral Changes

Promoted by Kania and Kramer in *Stanford Social Innovation Review* 2011

Prepare Communities Adequately

- Educate **Entire Community** About Process

- Encourage **Broad-based** Participation

- Build and/or **Encourage Networks** and **Stimulate** Local Support

- Foster **Ownership** by Participants and Residents

- Build and/or Enhance Local **Leadership Capacity**
  - Special Support for **First-time Groups**

- Provide Opportunities for **Leadership Growth**

- Create Expectations for Sustainable **Results**

Create High Quality Programs

- Understand Differences Between *Program, Process*, and *Product*
- Incorporate Scholarship and **Professional Literature**
- Maintain **Strong Theoretical** Foundations
- Incorporate **New Paradigms** and Thinking
- Build on **Documented Successful** Practices
- Encourage a "**Break Through**" Mentality and Philosophy
- Be **Flexible** and Recognize Diverse Local Issues and Values
- Build **Professional Respect** and Status for Program
- Make Program a **Major Event** in the City or Region

Deliver Tailored Program(s) Effectively

- Mobilize Community Assets and Develop **Strong Networks**
- Engage Participants to Set High **Goals and Expected Outcomes**
- Recognize Importance of **Indirect Outputs/Outcomes**
- Encourage and **Reward Risk-Takers**
- Offer **Flexibility** in Topics and **Delivery Approaches**
- Build **Program Identity** and Local Support
- Use **Latest Communication** Methods and Tools
- Be Bold with a Process that **Participants "Enjoy"**
- Adhere to the **Program Mission** and Structure
- **Remove** the Need for Participants to Ask "Permission to Act"

Shelbyville Works!

Persistent Follow-up with Metrics and Results

- Design an **Accountability** Mechanism
- Pick the **Low-Hanging** Fruit First
- Measure and **Document Outcomes** Regularly
- Maintain **Persistent Follow-Through** Activities
- Communicate Using **Latest Technologies**
- Focus on the **Future** Rather than Correcting the Past
- Pursue **Long-term Sustainability** and Resiliency
- Celebrate and **Publicize Successes**
- **Adjust Program** Based on Changes

CC Programs and Techniques

- SWOT
- Take Charge
- Vision to Action Too
- Asset Based Community Development
- SOAR
- Strategic Doing
- **Collective Impact**