January 21, 2015

TO: Santa Clara County Board of Education
FROM: Toni Cordova, Chief Strategy Officer
VIA: Jon R. Gundry, County Superintendent of Schools
SUBJECT: SJ/SV2020, Strive, and Collective Impact

Associated Goal:
Goal 1: Improve student equity and reduce access discrepancies to high quality education

Background:
In October 2009 County Superintendent Chuck Weis and San José issued a call to action for the City of San José, the Santa Clara County Office of Education, school districts, charter schools, colleges and business and nonprofit community agencies to join together to eliminate the achievement gap in San José by 2020.

This presentation will provide an overview of “collective impact” strategies in which multiple organizations work together to solve complex social programs, information on Strive Together, a collective impact “cradle to career” initiative in Cincinnati, and an overview of SJ/SV2020.
Collective Impact

A Non-Traditional Approach to Solving Complex Social Problems

Focus on creating the conditions for multiple players to work together to solve complex issue:

- Funders and implementers (nonprofits) understand that social problems – and their solutions – arise from the interaction of many organizations within a larger system
- Progress depends on working toward the same goal and measuring the same things
- Large scale impact depends on increasing cross-sector alignment and learning among many organizations
- Government and corporate sectors are essential partners
- Organizations actively coordinate their action and share lessons learned
There Are Five Conditions For Collective Success

- **Common Agenda**: All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.

- **Shared Measurement**: Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.

- **Mutually Reinforcing Activities**: Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.

- **Continuous Communication**: Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.

- **Backbone Support Organization**: Creating and managing collective impact requires a separate organization with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations.

Strive Together – an example of Collective Impact

- **Strive Together** is a large-scale partnership initiative in Greater Cincinnati featuring:
  - An evidence-based organizing framework to address education from cradle through to career.
  - More than 300 participating organizations with aligned goals and strategies:
    - Hundreds of education-related non-profits
    - The three local public school districts and one diocesan district in the region
    - Eight universities and community colleges
    - Four key local private and corporate funders
  - A rich learning environment focused on continuous improvement
  - Strong infrastructure and functional support
SJ/SV 2020

- Launched October 2009 with public call to action by Co-Chairs SCCOE Superintendent Chuck Weis and San José Mayor Chuck Reed "to eliminate the achievement gap in San José by 2020."

Developing SJ/SV2020

- Convened community sessions and forums
- Developed SJ/SV2020 metrics with district superintendents
- Developed SJ/SV2020 framework
- Convened Steering Committee
- Launched Early Learning Master Plan
What has occurred since SJ/SV2020 Was Launched?

- The Achievement Gap, or Opportunity Gap, has become a major focus of effort
- East Side Alliance East Side High School District adopts A-G requirements
- Districts partner with Equal Opportunity Schools to expand access to AP and IB programs
- District traditional schools and charter schools have expanded educational options for serving traditionally underserved student populations
- Charter schools have grown in number and enrollment and districts and charters are working together on Charter Compacts
- "College Day" has become a major community campaign to build a college-going culture for First Generation Students
- Superintendents and Mayor have changed
- Traction and progress in Early Learning

What Comes Next?

- Focus on Early Learning
  - Educare of California at Silicon Valley
    - Model early learning center/program center in east San José
    - Collaboration with First 5 Santa Clara, Franklin-McKinley and East Side Union High School Districts, David & Lucile Packard Foundation and others
  - Early Learning Master Plan
    - Framework for developing a high quality early learning system
  - Strong Start (Collective Impact effort)
    - Community coalition working to access to high quality early learning in Santa Clara County
    - Convened by SCCBOE members, supported by SCCOE staff
    - Public education campaign in 2015