Characteristics of Collective Impact

<table>
<thead>
<tr>
<th>Common Agenda</th>
<th>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.</th>
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<tbody>
<tr>
<td>Shared Measurement Systems</td>
<td>Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.</td>
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<tr>
<td>Mutually Reinforcing Activities</td>
<td>Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.</td>
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<tr>
<td>Continuous Communication</td>
<td>Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.</td>
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<tr>
<td>Backbone Support Organizations</td>
<td>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 and agencies.</td>
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Adapted from Kania & Kramer, 2013
Activity #1

1. Think about a University’s role in a collective impact initiative. List as many ways as you can that a University could contribute to a collective impact initiative.
   (If it helps, think of a specific social issue [e.g., opioid crisis, food desert])

2. As anchor institutions, do you think Universities are especially positioned to contribute as a stable partner and/or backbone organization in a collective impact initiative?
   Why or why not?

3. What barriers/challenges do Universities face that hinder their ability to serve as backbone organizations?

Activity #2

Focus on one example:

1. A collective impact initiative that is already established in your community

2. An issue that is currently in a state of isolated impact that you think could be better approached using a collective strategy.

Who should be involved from your institution? In what ways could your University become involved?

What talents, knowledge, skills, resources, or connections do you have that would be useful to such an endeavor?

What is one thing you can do this week to begin accomplishing that?
Collective Impact Reading List


