First Conversation: The BBER Report has suggested six areas “designed to alleviate barriers specific to central New Mexico to enable the implementations of commonly accepted best practices.” What did you think about the recommendations from BBER Report? Strengths and Limitations? Consequences?

What is your initial reaction to the recommendations from the BBER report?
Comprehensive
  Putting summary and structure to what we already know
  Broad and diverse
  Great concept
Coordination – the right thing.
Are we getting at the root of the problems?
Somewhat focused on early childhood. But that may be OK.
  Birth to Adolescents – Not enough attention to this age.
  Lack of High School piece
Emphasizes importance of whole child.
Community service – what are the other things we need?
Parental involvement is a missing link.
  PARENTS
  Must have Engagement with community and parents

Is there anything missing you would include?
No mention of role of teachers
Not enough emphasis on parents/how to break the cycle
  Parental involvement/Families
  Some schools are better at encouraging family participation
  Address problems with family participation
  Discussion
  Access
  Navigating System
Vocational education/no alternatives to college
How to engage business?
More emphasis cultural and linguistic diversity
  ESL
  Early screening must be culturally/linguistically appropriate
Need more emphasis on putting resourced toward collecting data to measure impact long-term
  Research institute connected to this
Large concepts need to clarified ie: professional development
Who is doing work now? Who will carry the work? Who will lead this effort?
Resources
Lack of follow-through to middle and high school

What are the strengths of the recommendations?
Good to have local early learning organization to conduct coordination efforts
That United Way wants to take this on
  Stakeholder outreach is important
National examples were helpful
  Comprehensive review of what is working elsewhere
Not about curriculum, instead about preparedness and community
Recognizes the importance of parents and family structure
Recognizes importance of cross-sector relationships
Mention of organizational structure is important but must work across the spectrum
Increasing the communication between schools and support services
Everyone owns the problem
Recognizes importance of family resource needs
Case management can help get access/good approach/need more
Holistic approach
Potential for solid safety net
Early screening is a strength
Professional development is important
Service learning is important
Focus on adolescents and community engagement
Connecting health and education

What are the limitations of the recommendations?
Health was in report, but word was never used
More definition around resources and community programs is needed
Take offense to “parents don’t value education” – they haven’t been invited to the process
More complicated than this – must work with parents
Middle school is not emphasized
Need to get business involved
Needs to partner more with disenfranchised people
Need more parental involvement
Lack of knowledge of resources available through United Way
How to move from recommendation to implementation?
Large geographical area
Case-level assessment of children
No mention of sustainability
If you intervene early, need follow through middle to high school.

What do you believe will be the consequences if the United Way adopts one or more of these recommendations?
Is there a redirection of project? Does United Way have the resources?
Is United Way prepared to re-allocate to more effective agencies?
Early childhood education follow-through would be positive – it is uneven currently
How to establish accountability?
Young children would enter school better prepared
Partnerships piece would provide more support to families, kids and schools
Will help syneritize and marshal community effort
Systems model is good
We won’t be #50 anymore if we start valuing and involving community.
Can shift the paradigm through systemic support
Engage community stakeholders in making school-based decisions.

Second Conversation: The BBER Report has suggested a collective impact approach. Why is a collective approach to solving problems so difficult? What have been the barriers to collective approaches in the past? What are the hopes and fears when partnering? What are the consequences?

Why is a collective approach to solving problems so difficult?
Accountability to Goals
Looking beyond the money
Don’t know how
Don’t have time/takes time and commitment
Need to be clear about expectations and goals – share workload and rolls
Have to be realistic
Getting people together is a challenge
Takes a system of constant presence
Few incentives to collaborate
Paradigm shift - working for the whole rather than single organization
  Personal agendas take priority
  Requires communication and cooperation to move past individual agendas
Everyone is unique and funding awards based on that unique-ness
Need more communication
Will is there/skill sets often are not (capacity)
Not everyone is listening – who comes to the table?
Lack consistent set of measurements
Turf protection – get out of silo
Scarcity mentality
No central coordinating entity (clearinghouse)
No consensus of “who is in charge”

What have been the barriers to collective approaches in the past?
Guarding rather than sharing resources
Territoriality and politics and regulations
  Bureaucracy (MOU, contracts and agreements)
Scope needs to be defined
Time limitations
Resources not fully communicated
Need a list of existing collaborations
Limited resources
  All fighting for dollars, shrink back to silos to protect
  Competition for same funds
Agendas and Silos and Boundaries
  Everyone has own agenda
  (Mentioned multiple times in different forms)
Identifying shared outcomes
Organizational self-interest
  We can’t come to the table as advocates for children when we come as advocates for our own organization
Not part of daily work/agendas of defined responsibilities
Need get feedback on impact
No incentive to collaborate

Who benefits?
Community, families, children, organizations
More voices for advocacy
Those we serve
Diversity of perspectives informs work in new ways
  Make work better
Less duplication of efforts and resources
Wiser use of resources
More cost effective operations
Win win approach
People coming together
Change funders’ perspectives

Who loses?
Competition can have negative impact
If a “one-size” is created, innovation is lost and clients may be left behind
Some organizations may have to give up (own interests?)
Lack of recognition for individual organizational contributions; fear of losing organization identity
Everyone loses a little through compromise
Lose some of agenda or territory
Some voices won’t get heard; maybe arts
Those who can’t get out of turf
Those not invited to table
Media
Programs can be cut

What are the consequences of a collective impact approach to your organization? To our community?
Lack of identity
Work gets lost in project
Compromises have to be made
Limiting creativity
  Lost some unique/marginal voice that might be most innovative
More funding through collective approach (united front has a greater impact)
Different way of distributing $$; those who have received funding in the past and doing good work may not receive $$
Tension of collective approach
Could benefit by putting resources into the smaller voice in a deliberate way (even if not a lot); like R&D for a corporation
Serve more people
Sharing professional development
Everything messy initially; gets everyone riled up; challenge to get everything aligned
Catch those that might fall through the gaps
We help the whole
Has to be honest discussion about our priorities and where can we engage in the collective
Need to be able to show benefit to individual organizations when they “give up” (resources, time) for collective
Funder: sees a better workforce, easier to work with a collaborative group
Gov’t: would be able to truly partner
Community: more of a one-stop shop, linking clients to services more easily; more opportunities for service providers to partner with education
Learning how to leverage competition
Recognition of best practices has a positive impact
Identifying a practice guild(?) that we can all agree on
Final Conversation: How can the collective relationships among influential organizations support the recommendations in the BBER report? What would be the best role for the United Way in this effort? Consequences?

How can the collective relationships among influential organizations support students and educators?
Collectively, define the support; build bridges among organizations
  - Give power to communities to support change
  - Make sure parents, students are heard
  - Bring collective resources, wisdom, common voice and collective vision to the problem solving process; different areas of expertise can help to broaden collaboration and influence
  - Need to get onboard and bring others along
Identify consistent measurements
  - Need common definitions from diverse organizations
  - Universal grant application
  - Common data reporting systems
Influential organizations should lead direction, including political influence (act as role models)
  - Get influential organizations in a room and have an open dialogue and gain some consensus
  - Collective funding structure; pooled funding
  - Resources: targeted use to support recommendations
  - Collective direction = greater impact
  - Help engage cross-section of stakeholders
  - Come together; cooperate
Sometimes you need a neutral third party to help develop a good collective relationship
Form an association with “real teeth”
Common messaging; collective voice and power
Cultural change
Sharing information
Utilize technology at a better pace; make data drive decisions
Community schools liaisons to help facilitate relationships among service providers
Collective voices speak louder—to government, funders, public, etc.
Collaboration can shift individual entities’ perspectives; help them all rise to the occasion

What would be the best role for the United Way in a collective impact relationship?
Need to be a community builder; neutral partner
  - Be the nexus of community; ability to convene decision makers
  - Provide community input to large organizations; evaluate progress in various initiatives
Ability to talk to many groups; Community buy-in
  - Create access and provide expertise
  - Give larger organizations a space to innovate or incubate and to expose stakeholders to conversations and success stories--Developing a structure for how this can happen
  - Be a conduit for the voices of the people receiving services
Create framework; contextualized structure
Help identify instrumental organizations
Bring outside perspective into the mix (i.e. business perspective); Collaborate with business to leverage other types of resources (knowledge, services, etc.); frame benefit to businesses other than as “social responsibility”
Developing collective focus on outcomes
Investment in data and process; funding could be helpful
Help connect agencies who can share resources (not just money)
UWCNM Education Forum Meeting 8/11
Strategic Conversation Notes

Effectively model the support of recommendations in the plan; how UW recipients are aligned with recommendations
Communicate expectations of collective approach (incentize with dollars)
Leverage what is already working
Need indicators/overall goals to work towards; set and state goals clearly

United Way has credibility to bring people together, to come up with visions and to de-politicize
- Maintain robust central information center, e.g. website; partner with or build on work done by the Center for Nonprofit Excellence
- Make agencies and community aware of programs and services
- Host and coordinate best practices conversations

Make sure momentum continues

What are the consequences for your organization? Our community?
Power and size of organization: Concern that the larger organizations are not informed by the smaller
- The consequence is that organizations would continue to do what they have been doing
- Need to flatten the organizational structure, not increase the hierarchy

KNME: amplify the voices of other organizations; be able to tell what topics we should be talking about
Efficiency: common grant applications, consistent measurements, data reporting
Better trained workforce, less crime, less need for social services, better quality of life
Help NPOs meet their mission
Creates common language, working and focusing on the same things
If we can create a structure for this issue, then it can be applied to other issues

How do we measure the collective impact so individual organizations realize the benefits?
- There may be some organizations getting funding that shouldn’t if operating in silos, but we can help them “retool”
- Lose some nonprofits because they may be redundant
- Challenge of reality of collaborating with resources (sharing funds)
- Organizations may have to broaden agendas to be more whole-community agenda and yet find a way to fit in that aligns with their own mission
- Some organizations and their funding may not “fit” with the community agenda
- Smaller organizations need support so that they won’t be neglected; how do you use resources in a way that has more impact
Potentially do better for children and families and have more resources
Facilitate things in a way that there are no “losers”
Watch for duplication of services; more efficient use of existing resources
- Confusion, turf issues and problems with those who don’t want to share
- Need “mapping” of the landscape; who is doing what and need to share outcomes of that mapping
- Learn about each other
- Identify effective programs for long-term sustainable relationships

Think deeply about marketing plans
Need patience to see the outcomes—goals in increments, 5 years, 10 years
Might let the legislature “off the hook”
Might lose resources that would go to the marginal voice/issue
Maybe public perception that money is already out there for certain focused issues, like early childhood
Very little to lose actually; very few consequences
Parental engagement; get kids engaged too
If everyone has “skin in the game,” the community will benefit
Funders would have a better idea as to the effectiveness of their support.
Other Notes/Parking Lot
Consider “PO” for early childhood (not sure what PO is!)
Recognize language and cultural diversity
Community support and family support essential
Operating vacuum—don’t know the details of the report
Cultural diversity—look at it from multiple perspectives
Life is full of other challenges
Search_Institute.org
Master slogan for all: use for advertising, billboards, UW campaign (example: Your child is our child.)
How would problem solving regarding education be different if we had the belief that there is abundance vs scarcity?
Would like to see discussion of services for students on the gifted end of the spectrum. What can we do to get these kids to the next level?
I would recommend looking at combining the letters D and F from the BBER recommendations. There is the potential for these areas to inform and support each other, lending purpose and definition. There are examples of this in the city. (Mike May, Amy Biehl HS Principal)
What can we learn from STRIVE?
Share contact information of all participants; allowing potential future collaborations.
Has NM First done similar work? How will the voices of the participants be relayed to the legislature; one of the largest “influential organizations”?