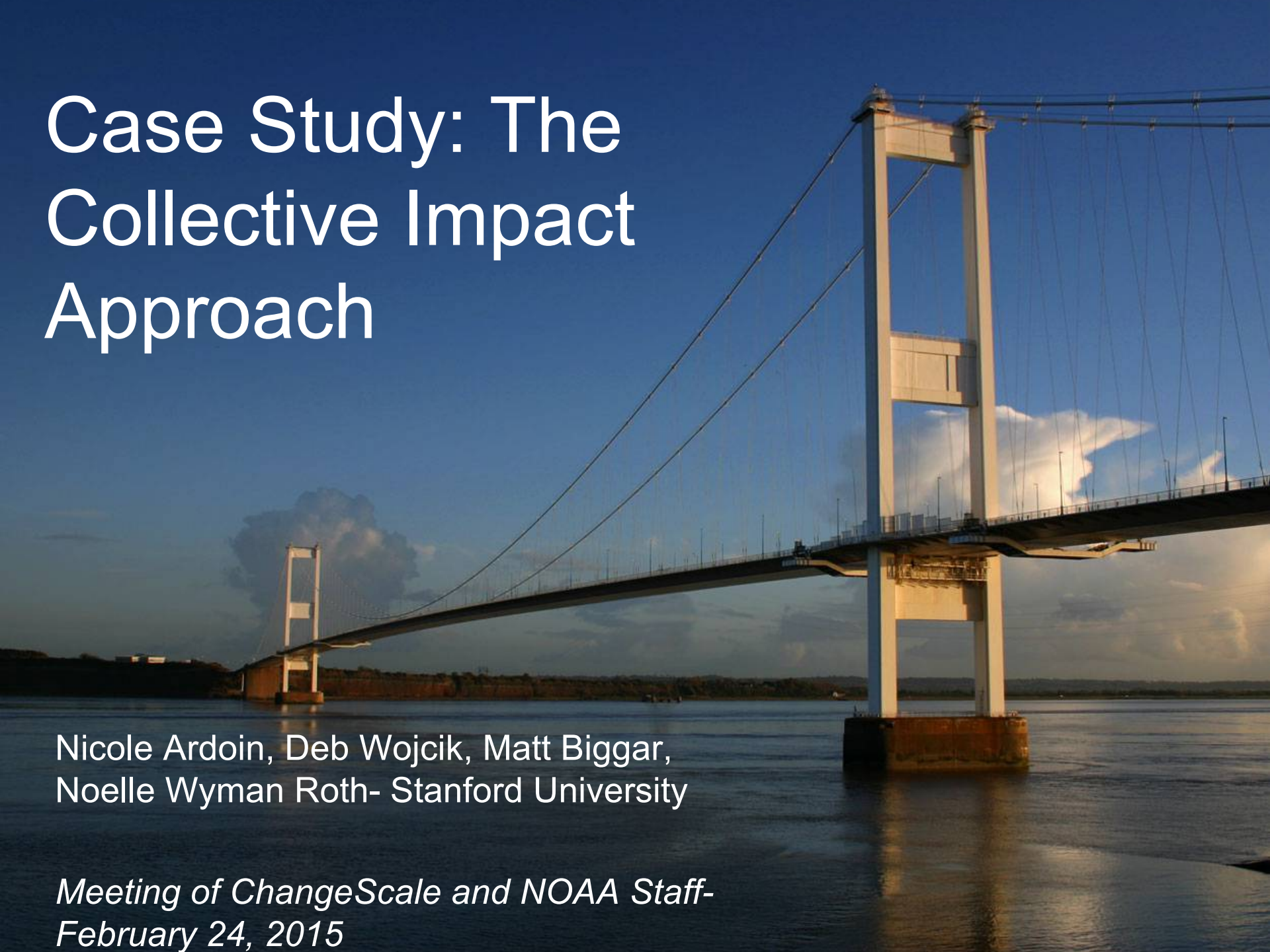


Case Study: The Collective Impact Approach



Nicole Ardoin, Deb Wojcik, Matt Biggar,
Noelle Wyman Roth- Stanford University

*Meeting of ChangeScale and NOAA Staff-
February 24, 2015*

In 15 Minutes or less...

- Literature Review
- Research Study
 - Purpose and Methods
 - Emerging Findings



Collective Impact in the Literature

A photograph of a suspension bridge tower and cables over water at dusk. The sky is a deep blue, and the water reflects the light. The bridge structure is white and stands prominently on the right side of the frame.

- Hundreds of CI Initiatives taking place addressing a host of issues
- Found 65 relevant articles
 - Grey literature
 - Conference papers and presentations

Research Study Purpose



- *Build Knowledge on Collective Impact*

“while optimistic accounts of collective impact reforms are plentiful, insightful details about how organizations carry out the ventures, how they take root, and what impact they have remain rare” (Wallace Foundation and Columbia University’s Teacher College, 4/21/14)

- *Provide History of ChangeScale through a CI lens*

Research Study Methods

Single case study

- 10 qualitative interviews
- document analysis of meeting notes and ChangeScale documents



Primary Research Question

How has the collective impact process been implemented in an environmental education collaborative in the SF Bay Area?



ChangeScale- Initial 3 Years

A photograph of a suspension bridge tower and cables over water at dusk. The sky is a deep blue, and the water reflects the light. The bridge structure is white and stands prominently on the right side of the frame.

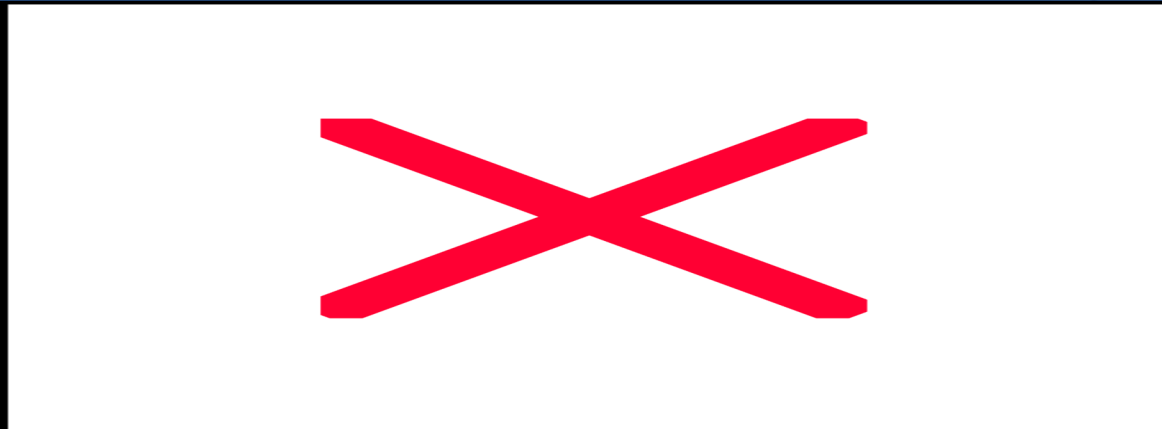
- Nov 2011-
- Following the *spirit* of collective impact
- Single sector collaborative
- Organizations vary in EE programming and size/location of institution

Collective Impact Approach

Five Conditions	Initial Findings
<u>Common Agenda</u>	Vision Statement, 2014-16; build the field; community engagement
Shared Measurement	Seen as critical; not there yet
Mutually Reinforcing Activities	Action underway in 2014; questions on implementation time, focus and impact
<u>Continuous Communication</u>	Respect and trust; external and internal communication
<u>Backbone Support</u>	Funded and independent; strategic guidance

Emerging Themes- Decisions and Dilemmas

- Defining the problem- adaptive or technical (Heifetz, Kania, & Kramer, 2004)



- Planning vs. action
- New vs. existing activities

Thank you.

Questions?

