Helping to Facilitate the Emergence of a New Paradigm

CSJ Ministries, Nazareth, Michigan

In 2007, the new Congregation of St. Joseph was formed with the combining of seven CSJ Congregations located in the communities of Cleveland/Cincinnati, Ohio; La Grange Park, Illinois; New Orleans/Baton Rouge, Louisiana; Nazareth/Kalamazoo Michigan; Wichita, Kansas; Crookston/Minneapolis-St. Paul, Minnesota, and Wheeling WV. The new Congregation had over 35 ministries under its care and within a year of the Congregation's formation, CSJ Ministries came into being. CSJ Ministries was created as the "sponsorship arm" of the Congregation, the organization that would be completely dedicated to current and future sponsored ministries of the Congregation. The sponsored ministries focus on various things such as education, social services, spirituality, the arts, senior care/property care, etc. Over the past 10 years, CSJ Ministries has worked to support, encourage, help sustain, and provide leadership for the ministry organizations the Congregation of St. Joseph is proud to sponsor.

The sponsorship structures and processes the Congregation has used in relation to their ministries have worked very well over many years. However, in recent years it has become apparent that these structures no longer fit the
Historically, the leadership for mission and sponsorship was carried by Sisters directly involved in the ministries. The emerging reality is that there are fewer sisters available for service in ministries and on boards, with a growing number of ministries currently having no local sister present.

The ministries are led by outstanding women and men, and very committed and professional boards, and there are a large number of leaders, staff and board members who are true "carriers of the CSJ mission". However, it is a significant shift for them to carry the primary leadership responsibility for the CSJ mission in the organizations.

With the transition to lay leaders and boards of this primary mission leadership role, new formative and orientation processes and programs are being developed and implemented to prepare and sustain them in this responsibility.

In recent years as CSJ Ministries has embarked on new ministerial outreaches, they have entered into partnerships with two anti-trafficking organizations. Creating collaborative relationships such as these as a way to express and extend the CSJ mission is a departure from the traditional model of sponsorship that involves ultimate oversight of and responsibility for the organization by CSJ. This change is in large part a response to the Congregation's Generous Promises, which call for partnerships and collaborations as a key way to address systemic issues of our day.

Emerging realities such as these have led the CSJ Ministries board to assess the historical sponsorship model and begin to envision a new model, a new way for the future. For the past two years the CSJ Ministries Board has been in the process of assessing the current CSJ Sponsorship model and determining what is needed going forward into the future.

Collective Impact has been assisting CSJ Ministries through this transformational paradigm shift by providing planning, development, stakeholder engagement, and change management services. Specifically, we facilitated a Charrette in May 2018 with a diverse group of CSJ stakeholders - sisters, associates, leaders and board chairs from the various ministries, and others involved in the CSJ system. This group examined the transformation work completed to date related to this effort and offered extensive and valuable feedback, insight, and wisdom for a new model of sponsorships. We also worked with the sponsored ministries at the annual Leadership Convocation in October 2018, digging deeper into the work and realities of sponsorship transformation.

Collective Impact continues our work with the CSJ Ministries Board in visualizing the emergence of the CSJ Mission Network, a flexible, nimble, and adaptive structure whereby all current and future ministers and ministerial outreaches are strongly united by the Congregation's mission and charism for many years to come ... "that all may be one."

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**Our Ongoing Commitment to Early Childhood Improvement Efforts**

Various Early Childhood Education and Development Organizations, Collaboratives, and Initiatives - National
Collective Impact understands the importance of quality early childhood education and development and its direct impact on future child, family, and community outcomes. Let's hear it from an expert...

**James Heckman**, an esteemed economist at the University of Chicago, won a Nobel Prize in 2000. Sharing his ideas about the connection between early childhood development and economic development, he used his speech in Stockholm to underscore the importance of using hard, observable data in making public policy. He's continued to gather evidence for supporting the idea that "poor or economically disadvantaged families should have guaranteed access to education for their children, birth to five years of age." Focused, personal attention paid to the young children of poor families isn't some warm, fuzzy notion, he argues. It's a hard-nosed investment that pays off in lower social welfare costs, decreased crime rates, improved health outcomes, and increased tax revenue. And he has the numbers to prove it. He calls this the Heckman Equation, and shares it relentlessly in public lectures around the country and the world. "The argument is not just an appeal to the poor," he says. "We're saving money for everyone, including the taxpaying middle class and upper class."

Collective Impact has a long and rich history working on early childhood projects with numerous clients in several states. We have assisted countless child care and development organizations assess their organization and develop strategic plans for improvement, research the feasibility of service expansion and construction of new facilities, and build and strengthen local, regional, and statewide early childhood coalitions and associations.

We have worked with early childhood programs across the continuum including assessing needs for Head Start and Early Head Start programs, providing system-building services for statewide home visitation programs, implementing a statewide needs assessment and strategic planning project, and developing the 10-year Early Childhood Development plan for the West Virginia Governor's Task Force on Early Childhood Education.

One of our most exciting projects was working with **First 5 Ventura County (F5VC)** to implement a "Research to Action" project funded by the **Center for the Study of Social Policy (CSSP)** involving several **EC-LINC** communities. Along with several EC-LINC communities in California and Massachusetts, F5VC set out to establish the effectiveness of playgroups in the continuum of care for serving young children (birth to three) and their families. This project included an extensive literature review, interviews and a survey of current practices with participating communities, development of recommended best practice and evaluation frameworks, onsite convening of participating communities, and the development of a final report with key findings and recommendations.

One of the greatest returns on investment for child and family well-being and overall community economic development is a strong and substantial investment in early childhood education and development services for **ALL** of our children!
Improve Outcomes for Children and Families

Franklin County Child Support Enforcement Program (FCCESA), Columbus, Ohio

The Child Support Enforcement Program (CSEA) is a federal, state, and local effort to collect child support from parents who are legally obligated to pay support. The Franklin County CSEA is under the direct control of the Franklin County Board of Commissioners and is administered by a board-appointed director. Program guidance and oversight are provided to the CSEA by the Ohio Department of Job and Family Services, Office of Child Support Enforcement.

FCCSEA contracted with Collective Impact, LLC to facilitate a strategic planning process resulting in the production of a three-year strategic plan for the organization. The plan was developed to help intentionally guide the organization into the future and better position the organization to realize financial sustainability while continuing to pursue its mission. The planning process produced the following outcomes:

- Further develop team, strengthen relationships, and increase social capital among FCCSEA staff.
- Define and affirm the mission, vision, and core values of FCCSEA.
- Gain a better understanding of the strengths, challenges, opportunities, threats, and capacity of FCCSEA through an environmental scan.
- Create a three-year strategic plan for FCCSEA to address identified key issues, priorities, strengths, and opportunities.
- Build the capacity of FCCSEA to better implement its programs, services, and strategies identified in the strategic plan.

Key priorities in the strategic plan were identified and organized around Collective Impact's six (6) planning domains. Planning domains are priority areas that represent good nonprofit organizational functioning. They are used as a tool to assess the organization and to identify and organize the goals and strategies within the strategic plan. Collective Impact's planning domains include: (1) Governance and Leadership; (2) Financial and Legal; (3) Human Resources and Culture; (4) Programs, Services, Projects, and Facilities; (5) Internal Communication and Information Systems; and (6) Marketing, Branding, and Relationships.

One of the more common failures resulting from strategic planning is the lack of implementing the completed plan or as is often said "putting the plan on the shelf." FCCSEA certainly did not follow this "dead end" path and instead has taken definitive actions to assure that the strategies identified in the plan are executed and that the entire staff of over 250 are actively engaged in the process of implementation, documentation, evaluation, and being overall partners in the change management process! FCCSEA leadership has identified a strategic structure with working teams to get the work done ... and done well. A data collection system has been designed to help teams track the outcomes and results of their efforts. An annual staff celebration was recently held to further momentum and recognize the good work being done by all to
Developing a Culture of Family First in West Virginia

WV DHHR Bureau for Children and Families and Casey Family Programs, Charleston, West Virginia

On February 9, 2018, the landmark bipartisan Family First Prevention Services Act was signed into law. This Act redirects federal Title IV-E funds to provide services to keep children safely with their families and out of foster care, and when foster care is needed allows federal reimbursement for care in family-based settings and certain residential treatment programs for children with emotional and behavioral disturbances requiring special treatment. Family First is revolutionary in that:

- For the first time, the federal government is providing monetary support for keeping families together.
- States may claim Title IV-E reimbursement for certain services provided to the family without the child being removed from his or her home.
- The reimbursement for non-family foster care is restricted to five types of residential settings.

In essence, Family First provides for new Title IV-E funding for time-limited prevention services such as mental health and substance abuse prevention and treatment provided by a qualified clinician and in-home aren't skill-based programs, parent education, and individual and family counseling in the home.

With support from Casey Family Programs, Collective Impact worked with West Virginia Department of Health and Human Services (DHHR). Bureau for Children and Families to plan and facilitate the West Virginia Kickoff for Family First Services. Participants worked in breakout sessions, engaged around strategic conversation around the following questions:

1. What would a culture of "Family First" look like in West Virginia? What is your vision for West Virginia's children and families?
2. What challenges do we need to do address to develop a strong culture of "Family First" in West Virginia?
3. What assets do we currently have in place to develop a strong culture of "Family First" in West Virginia?
4. What opportunities currently exist that could help West Virginia create a strong culture of "Family First" in the state?
5. Connecting our assets and opportunities ... what are the 2-3 actions that West Virginia could undertake in the next year to develop a strong culture of "Family First" in the state?

A summary report capturing the results of the breakout session discussions was provided to help guide the work into the future.
Building Capacity within an Already Strong and Passionate Disabilities Community

Various Disabilities Services Groups in West Virginia

Collective Impact has had the district privilege to work with two statewide disabilities support organizations in West Virginia, the **West Virginia University Center for Excellence in Disabilities (CED)** and a regional organization focused on independent living for people with disabilities, the **Northern West Virginia Center for Independent Living (NWVCIL)**. CED is federally designated and serves as a resource to the state in the areas of education, research, and service as it relates to the needs of people with disabilities. NWVCIL is an advocacy resource center for persons with disabilities and the communities in which they live in 13 counties in the norther part of the state.

The purpose of our work with CED was to engage leadership, staff, and statewide partners through a strategic planning process to prepare the organization for its 5-year competitive renewal process. The project ended with the identification of priority areas and key partners and activities to help intentionally move the organization forward into the future and better prepare for the competitive renewal. Our work with NWVCIL was to facilitate the development of a three-year strategic plan for the organization to guide the organization into the future and the development of a succession plan to help guide the exit of the founding executive director and strategically transition to new leadership.

Our Collective Impact team has a tremendous passion for our work and finds great joy in learning, building enduring relationships, and helping others succeed. This was no different with our experience with WV CED and NWVCIL. During these engaging and productive projects, Collective Impact became more educated about the variety of needs of people with disabilities as well as the numerous services, resources, and supports available to the disabilities community across the state. Did you know that in the United Stated, 12.6% of adults have some type of disability? Did you know that in West Virginia, the number is even higher, with 19.4% of adults having some type of disability? And in West Virginia, adults with disabilities are more likely to smoke (21.9%) and be obese (43.3%).

The challenges facing people with disabilities is overwhelming, but many of these challenges are being met daily by organizations like WVU CED, NWVCIL, and their partner organizations throughout the state - Developmental Disabilities Council, Disability Rights WV, Association for Disability Employment, Centers for Independent Living, DHHR Bureau for Medical Services, DHHR Bureau for Behavioral Health and Health Facilities, DHHR Children with Special Health Care Needs, Job Squad, Inc., etc. We are excited to start a new strategic planning project with **Job Squad, Inc.**, a statewide organization that provides employment services and vocational skills development for people with disabilities experiencing barriers to employment.
A BIG shout out to you all for your passion, tenacity, and strong work on improving the lives and communities of people with disabilities in the mountain state!

Impact Resources

Here are a few resources that might help you think about things through a different "lens" and ultimately help you make a greater impact in the work that you do with the children, youth, families, and communities that you serve:

What do Facilitators Do?
This video uses simple language and charming illustrations to explain just what we facilitators do! In only 4 minutes the video describes the three principal dimensions of the facilitator’s job in a way that your friends, colleagues, clients -- even your mother-in-law - can understand. Click here!

The Skill of Self Confidence
As the Athletic Director and head coach of the Varsity Soccer team at Ryerson University, Dr. Joseph is often asked what skills he is searching for as a recruiter: is it speed? Strength? Agility? In Dr. Joseph's TEDx Talk, he explores self-confidence and how it is not just the most important skill in athletics, but in our lives. Click here to view!

Re-Imagining Work
How can we get people more engaged, more productive, and happier at work? Is technology part of the problem - and could it also be part of the solution? Dave Coplin, Chief Envisioning Officer at Microsoft, imagines what might be possible if more organizations embraced the full, empowering potential of technology and encouraged a truly open, collaborative and flexible working culture. Click here!

Talk About Us!

We want you to gossip and spread rumors about us!

Seriously though, word of mouth and testimonials from satisfied clients are the best ways that our work gets promoted. If you are involved with a group or partnering with another organization in need of capacity building services, please consider us and let others know about our work! We would very much appreciate you speaking on our behalf. Just a reminder, we provide an array of capacity building services in the following areas:

- Planning, Development, and Change Management
- Assessment, Research, and Evaluation
- Branding, Marketing, and Communication
- Financial Resource Development
- Training, Facilitation, and Stakeholder Engagement
To learn more about our work, visit our website here!

For more information about Collective Impact, email us at emailus@collectiveimpact.com, call us at 724.728.3368, or visit our website at www.collectiveimpact.com