

COLLECTIVE
IMPACT

Sample Collective Impact Initiative Director Job Descriptions

April 2016



LIVING CITIES
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Example from The Integration Initiative

This job description was used to hire the current Executive Director of Newark's Strong Healthy Communities Initiative.

Source: Monique Baptiste-Good, Newark SHCI Executive Director

Example from StriveTogether

The StrivePartnership out of Cincinnati posted this job description when hiring for their Executive Director position.

Source: StrivePartnership

Templates from the Collective Impact Forum

The Collective Impact Forum pulled together this helpful set of job description templates for common backbone roles, including a director.

Source: The Collective Impact Forum

Project Manager

In Newark, low-income residents often cannot afford to live in a healthy and safe community. The social costs of unhealthy living, like limited access to fresh and healthy foods, transportation, affordable and safe housing and medical care, further destabilize families and entrench people in poverty. This large-scale social problem requires broad cross-sector coordination and was the impetus for the creation of Newark's Strong Healthy Communities Initiative (SHCI). SHCI will integrate several existing revitalization strategies in Newark aiming to end the cycle of poverty and create stronger, healthier, and safer communities starting in several Newark neighborhoods.

Newark's SHCI represents an unprecedented coordinated endeavor to tackle the cycle of poverty in Newark. To drive this effort, the following organizations agreed to work collectively to create a joint approach to solving these problems and coordinate resources and activities*:

- Nonprofits including the Center for Collaborative Change, Jewish Renaissance Medical Center, Greater Newark Conservancy, Newark Now, Brick City Development Corporation;
- Community Development Financial Institutions including New Jersey Community Capital;
- Public agencies including the City of Newark's Departments of Economic and Housing Development, Police, and Child and Family Well-Being; Newark Public Schools; the New Jersey Division on Civil Rights, Rutgers University; and the New Jersey Economic Development Authority;
- Local and national philanthropic community including Robert Wood Johnson Foundation, and the Healthcare Foundation of New Jersey.

Key to the strategy is \$14.75 million in capital over three years (\$2.75 million in grants, \$3 million in program-related investments and \$9 million in debt) from The Living Cities Integration Initiative that will be partially matched by Prudential Social Investments, The Prudential Foundation and other local funders. The lead partners responsible for programmatic and fiscal oversight for the SHCI include the Center for Collaborative Change, the Prudential Foundation and the City of Newark's Department of Economic and Housing Development.

Newark was recently awarded funding through the Living Cities Integration Initiative and will be a part of a national learning community with the four other winning cities—Baltimore, Detroit, Cleveland and the Twin Cities**. The Integration Initiative is a multi-year effort designed to support bold approaches for breaking through the impasses to transforming metropolitan areas, specially creating opportunities for low-income families and communities to achieve economic security.

The Project Manger will oversee the Strong Healthy Communities Initiative (SHCI) and is primarily responsible for managing and supporting the initiative through ensuring the implementation of its work plan, ongoing facilitation and communication among partners, and handling logistic and administrative details for the initiative to function smoothly.

Key Role and Responsibilities

- Manage and facilitate the coordination of initiative activities including executive and steering committee, work groups, and community engagement activities.
- Coordinate and work in partnership with lead organization responsible for identifying policy and systems barriers and developing solutions for coordinated action, and similarly coordinate with the financial organization to ensure that the deployment of capital progresses as outlined in the work plan and in line with programmatic priorities.

* A complete list of partners to date can be found at <http://newarkchange.org/projects/healthyhub/>.

** For more information, see <http://www.livingcities.org/integrationinitiative/cities/>.

- Coordinate development of work plans and milestones, and ensure and track progress of achieving results and provide status reports to partners.
- Convene the advisory and steering committees.
- Maintain budgets.
- Oversee administration of grant funds (working with third party fiscal agent) that includes making recommendations, drafting scope of work and contracts for sub-grantees for governance approval.
- Coordinate efforts with local and national evaluators and data partners.
- Serve as lead liaison with the Living Cities staff/consultants and complete reporting requirements for Living Cities and other SHCI funders.
- Coordinate and work together with other initiative staff to ensure all partners, working groups, sub-grantees, committees, etc. work well and effectively together, and to create a positive view of the work in the community.
- Attend community meetings and develop strong relationships with stakeholders.

Qualifications and Education Requirements

- 7-10 years of relevant experience in one of the following areas: community/economic development, community health, or education
- Experience in bridge-building with different groups and stakeholders.
- Demonstrated understanding of policy and systems change framework.
- Experience working as part of a multidisciplinary team and ability to work in a complex environment requiring significant collaboration.
- Strong planning and organizational skills, with the ability to think strategically in the design, integration and execution of programs through utilization of different kinds of capital.
- Demonstrated effectiveness in written and oral communication; ability to communicate complex issues to a variety of audiences.
- Familiarity with Newark and understanding of the local community.
- Exceptional leadership and interpersonal skills.

Preferred Skills

- Minimum of a bachelor's degree required; master's degree and/or certification in project management preferred.
- Familiarity with social investments and/or commercial lending preferred.
- Knowledge of grantmaking and philanthropy a plus.
- Skills in facilitation and experience in conflict resolution.

To Apply

Please send a résumé and cover letter detailing your interest in the position and relevant experience to HR@newarkchange.org. Please write "SHCI Project Manager" in the subject line.

* A complete list of partners to date can be found at <http://newarkchange.org/projects/healthyhub/>.

** For more information, see <http://www.livingcities.org/integrationinitiative/cities/>.



StrivePartnership

Cincinnati & Northern Kentucky

Executive Director

The StrivePartnership has an exciting opening for an experienced leader who is interested in making a difference in how education is delivered in Cincinnati & Northern Kentucky. Reporting to the Vice President, Strategy & Innovation (of parent company KnowledgeWorks), the Executive Director is responsible for leading the organization towards its goals of sustainably improving outcomes for all children, cradle-to-career, using a collective impact approach and related [Theory of Action](#). Responsibilities include vision-setting, partnership development and engagement, advocacy, annual and multi-year strategic and financial planning, budget management, fundraising, and excellence in talent management.

Founded in 2006, StrivePartnership unites leaders from various sectors within the community to support every child, every step of the way, from cradle to career in the urban core of Greater Cincinnati including Northern Kentucky. The partnership improves student outcomes through: engaging and empowering leaders; using actionable data and continuous improvement; aligning resources to what works; pursuing local and institutional policy change; and advocating for equity at all levels of the system. StrivePartnership is also a member of the StriveTogether National Cradle to Career Network and is looked to nationally as exemplar in local collective impact.

In the role of Executive Director, the major responsibilities include:

- Provide visionary and dynamic leadership and management to a high-performing team of employees and community members by clarifying & delegating priorities and creating & monitoring progress towards organizational & individual goals;
- Lead, in partnership with team members, annual planning and budgeting processes and provide day to day management for team;
- Serve as a strong, neutral, and skilled facilitator who can guide the team, partners, and stakeholders towards consensus and defined, shared vision and results;
- Build deep relationships with and understand cross-sector (education, social service, business, civic) partners across the Greater Cincinnati area who are connected to and enable the success of every child;
- Advocate for the key outcomes and strategies identified by StrivePartnership and its partners to improve student outcomes and diplomatically influence key leaders in scaling practices that work;
- Ensure community is kept apprised of goals, objectives, priorities, successes, and opportunities of StrivePartnership and its partners;
- Model the use of data to inform decision making and the use of improvement processes to scale what works in education and the commitment to see those improvements take hold over time;
- Work with the StrivePartnership Executive Committee and Chair to engage members in supporting and advocating for the core tenets of the organization's work and the community's priorities;
- Secure investments and build ongoing relationships with investors to ensure that resources can be targeted to support agreed upon activities in the strategic plan that can be directly connected to organizational goals and outcomes;
- Represent StrivePartnership externally to partners, media, funders, policymakers, StriveTogether Cradle to Career Network members, and others;
- Value diversity, equity, and cultural differences, bringing cultural competency to their daily work; and,
- Serve as a member of the KnowledgeWorks Operations Leadership team and a leader within KnowledgeWorks, embodying our Core Values of Passion, Courage, Partner, and Empower.

This position requires experience that is normally developed through a Master's degree program in education, business, public management, and/ or public policy and a minimum of five years of experience in senior leadership roles in small to medium-sized organizations. Excellent relationship-building skills, organizational and project



StrivePartnership

Cincinnati & Northern Kentucky

management skills, strong written and verbal communication skills, and the ability to multi-task and prioritize are also essential requirements for the position. Successful candidates must have a demonstrated ability to coalesce diverse groups of stakeholders. A track record of persistently achieving intended organizational, community, and personal outcomes is paramount.

This is a full-time position based in downtown Cincinnati, OH. KnowledgeWorks, StrivePartnership's parent company, offers a comprehensive benefits package (medical, dental, life, short & long term disability), a generous personal time-off package (including the week between Christmas and New Year's), and company paid parking.

KnowledgeWorks is an Ohio-based non-profit social enterprise that works to foster meaningful personalized learning that enables every student to thrive in college, career, and civic life. KnowledgeWorks works on the ground with schools and communities through a portfolio of innovative education approaches that helps state and federal leaders establish policy conditions necessary to prepare all students for success, and provide national thought leadership around the future of learning.

Be part of a team that is focused on changing the world by changing how education is delivered. For more information, or to apply for this position, please visit the full description at <https://home2.eease.adp.com/recruit/?id=15666752>



EXECUTIVE DIRECTOR POSITION DESCRIPTION

CONTEXT

<Insert 1-2 paragraphs on the context for the collective impact initiative and the overarching goal>

ORGANIZATIONAL OVERVIEW

<Insert 2-3 paragraphs on the organizational structure of the initiative, key partners, etc.>

POSITION OVERVIEW

To lead this important work, *<Insert Initiative Name>* is seeking a passionate and entrepreneurial Executive Director. The Executive Director will be a visionary, dynamic leader who can grow and lead the Backbone organization, facilitate the collective success of this regional effort, and serve as a public ambassador for the initiative. More specifically, the Executive Director will also drive *<Insert Initiative Name>*'s internal and external functions, including strategy, communications, community engagement, and data functions.

RESPONSIBILITIES

The Executive Director will manage staff and systems and be accountable for nurturing the efficiency and effectiveness of both, providing high-level strategic thinking and facilitation of the *<Insert Initiative Name>* effort. Key responsibilities include:

Leadership:

- Provide visionary, adaptive leadership, modeling *<Insert Initiative Name>*'s guiding values at all times and fostering a culture that reflects them;
- Developing, coaching and mentoring *<Insert Initiative Name>* team members;
- Establishing, facilitating, and executing effective and open communication with staff, particularly related to internal decisions and strategy;
- Developing systems to share organizational decisions with the *<Insert Initiative Name>* Steering Committee and staff members; and
- Identifying capacity gaps and creating hiring plans that acknowledge and plan for possible organizational growth and shrinking.

Strategic coherence:

- Maintaining understanding of current implementation challenges and developing comprehensive solutions to address them;
- In concert with relevant workgroups, developing annual legislative agenda, policy and funding recommendations with guidance of the *<Insert Initiative Name>* Steering Committee;
- Providing direction and support to partner organizations in aligning their work to the Common Agenda (e.g., identifying opportunities for program work to support specific goals);

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- Acting as a neutral arbiter and helping resolve disputes or disagreements in direction among workgroups and Steering Committee; and
- Developing advocacy priorities and coordinate supporting activities of partners.

Supporting Steering Committee and Workgroup meetings:

- Providing support to Steering Committee and Workgroup co-chairs to facilitate meetings, assisting in preparation of meeting materials, etc.;
- Providing regular reports on progress against goals and indicators; and
- Building and maintaining relationships with Executive Committee, Steering Committee, Workgroup co-chairs, and Workgroup members.

Fund development:

- Identifying potential funding sources to support *<Insert Initiative Name>*'s goals and priorities:
 - Writing grants, as needed, or overseeing work of grantwriter
 - Working with implementing agencies to provide information to support their grant applications
 - Overseeing *<Insert Initiative Name>* grant reporting to funders as required.
- Providing support and guidance to partner organizations in aligning resources to *<Insert Initiative Name>* agenda (e.g., supporting identification of grant opportunities that align to *<Insert Initiative Name>* goals);
- Tracking all *<Insert Initiative Name>* funding, including funds from partner organizations; and
- Developing relationships with potential funders and participating in relevant networks.

Working with community partners:

- Coordinating research and other activities with initiative partners to minimize redundancies and to align strategies and actions, including conducting individual outreach and education as needed;
- Updating outreach strategy as new needs emerge;
- Coordinating with other projects and coalitions in the same field to maintain a full understanding of the current landscape of local and regional activities, and integrating their work into Steering Committee and workgroup processes; and
- Building and maintaining relationships with community partners.

Communications:

- Communicating the objectives of *<Insert Initiative Name>* to the community and potential partners, including sharing the Common Agenda, Blueprint, or other collateral;
- Facilitating communication between *<Insert Initiative Name>* partners and local prevention and treatment agencies by hosting regular conference calls, in-person meetings, or coordinating regular email updates to ensure alignment of activity;
- Creating or managing creation of yearly summary reports of *<Insert Initiative Name>* progress for Steering Committee, Partnership Board, and external audiences; and
- The following duties may be done in coordination with a communications consultant or staff:
 - Developing communications materials as *<Insert Initiative Name>* evolves, potentially including summary documents, brochures, FAQs, and other items;
 - Developing web and social media strategy; and
 - Creating press strategy, including drafting press releases, coordinating with media outlets.

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Facilitation and Stakeholder Management:

- Build the Backbone's identity as a respected, neutral convener among a broad spectrum of local stakeholders
- Cultivate excellent working relationships with senior education and community leaders involved in this initiative in a way that can inspire collective action without formal authority
- Ensure effective facilitation of all Work Group and Strategy Group meetings, and provide regular reports on group progress against goals and indicators
- Help identify and recruit additional cross-sector stakeholders to participate in the *<Insert Initiative Name>* work

Shared Strategy and Measurement:

- Oversee the development of a regional set of strategies that will drive transformative change in the region
- Oversee the development and implementation of a shared measurement system that will track common outcomes and indicators across the initiative and use results to inform learning and continuous improvement

Managing internal systems:

- Overseeing daily operations and establishing and maintaining appropriate systems for measuring necessary aspects of operational management;
- Selecting, contracting with, and overseeing work of consultants as appropriate (e.g., data management, grantwriting, etc.)
- Monitoring and reporting on operational issues, opportunities, and achievements within agreed formats and timelines; and
- Identifying improvements in use of data-driven decision-making and ensuring that data is collected, integrated, and communicated effectively across the organization.

Data collection, analysis, and reporting:

- Coordinating indicator refinement with workgroups and Steering Committee;
- Ensuring all partners are aware of targets and indicators;
- Creating or managing creation of yearly summary reports of *<Insert Initiative Name>* progress for Steering Committee and external audiences; and
- Overseeing work of data manager or consultant.

REPORTING RELATIONSHIPS

Initially, the Executive Director will have one direct report -- the Project Coordinator -- but the current organizational chart is subject to change as the *<Insert Initiative Name>* team is likely to evolve over time. The Executive Director will ultimately be responsible for recruiting and hiring top talent, building and managing a highly functioning team, and report to the *<Insert Initiative Name>* Steering Committee.

REQUISITE QUALIFICATIONS

This is an outstanding opportunity to play a critical role in *<insert description of the challenge initiative is trying to address>*. Therefore, first and foremost, the Executive Director must be committed to the mission and overarching goals of *<Insert Initiative Name>*.

Additionally, the successful candidate will be able to demonstrate:

- At least 5-10 years of relevant work experience, including at least 3 years managing teams in a fast-paced and high-growth nonprofit, social enterprise, or business start-up environment
- At least five years of fundraising experience and demonstrated success in cultivating fundraiser relationships
- The executive presence to inspire confidence and passion in both internal and external audiences;
- Advanced strategy and planning skills, including an ability to think strategically on both organizational and systemic levels over multi-year horizons
- Strong data acumen and ability to oversee complex shared-measurement systems
- Strong facilitation and presentation skills before multiple types of audiences
- Experience with complex project management and stakeholder management
- Existing relationships with, or ability to build relationships with, a cross-sectoral range of stakeholders in the local or regional area, including senior executives
- A track record of leading, inspiring, and developing high performance teams
- Outstanding communication and interpersonal skills, with the ability to build authentic relationships with a diverse set of high profile stakeholders
- Comfort with ambiguity and ability to thrive in a fluid, entrepreneurial environment; willingness to “roll up one’s sleeves” and extend beyond formal responsibilities based on the needs of the work

DESIRED QUALIFICATIONS

- Advanced degree in business, education, policy, or related field
- Experience in a start-up environment;
- Familiarity with the local area and / or focus of the initiative (e.g. substance abuse)
- [Language abilities](#)

COMPENSATION

Compensation for the position is competitive and commensurate with experience.

START DATE

[<Insert ideal start date>](#)

APPLICATION INSTRUCTIONS

The Search Committee is soliciting nominations and expressions of interest **immediately**. Nominations or applications (with current resume, letter of interest, and salary requirements) should be sent confidentially, electronically, and **ideally before <insert date> to:**

[<Insert relevant contact information>](#)

PROJECT COORDINATOR POSITION DESCRIPTION

CONTEXT

<Insert 1-2 paragraphs on the context for the collective impact initiative and the overarching goal>

ORGANIZATIONAL OVERVIEW

<Insert 2-3 paragraphs on the organizational structure of the initiative, key partners, etc.>

POSITION OVERVIEW

In order for the *<Insert Initiative Name>* to achieve its ambitious mission, a dynamic and detail-oriented coordinator is required. The Project Coordinator is a newly-created position designed to address this organizational need. The Project Coordinator will be part of a small team responsible for driving *<Insert Initiative Name>*'s work forward, in particular supporting day-to-day communications, day-to-day administration, community engagement, and data functions.

RESPONSIBILITIES

The Project Coordinator will provide day-to-day support and facilitation of the *<Insert Initiative Name>* effort. Key responsibilities include:

Working with community partners:

- Developing and maintaining a list of community partners and upcoming events;
- Organizing outreach against that list of community partners and upcoming events, including following-up as needed;
- Coordinating research and other activities with initiative partners to minimize redundancies and to align strategies and actions, including conducting individual outreach and education as needed;
- Working with Project Director to update outreach strategy as new needs emerge;
- Working with Project Director to coordinate with other related projects and coalitions (i.e. in the same field) to maintain a full understanding of the current landscape of local and regional activities, and integrating their work into Steering Committee and workgroup processes;
- Securing letters of support from elected officials and community partners; and
- Building and maintaining relationships with community partners.

Strategic coherence:

- Maintaining understanding of current implementation challenges and developing comprehensive solutions to address them;
- Developing, maintaining, and monitoring set of pending and potential legislative and policy priorities, to support Workgroup development of annual legislative agenda, policy and funding recommendations;
- In partnership with Project Director, providing support to partner organizations in aligning their work to the Common Agenda (e.g., identifying opportunities for program work to support specific goals);
- In partnership with Project Director, acting as a neutral arbiter and helping resolve disputes or disagreements in direction among workgroups and Steering Committee; and
- Coordinating advocacy supporting activities of partners.

Communications:

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- Communicating the objectives of *<Insert Initiative Name>* to the community and potential partners, including sharing the Common Agenda, Blueprint, or other collateral;
- Facilitating ongoing communication between *<Insert Initiative Name>* partners by hosting regular conference calls, in-person meetings, or coordinating regular email updates to ensure alignment of activity;
- Planning and managing logistics of, and attending, community events;
- Creating or managing creation of yearly summary reports of *<Insert Initiative Name>* progress for Steering Committee, Partnership Board, and external audiences; and
- The following duties may be done in coordination with a communications consultant or Project Director:
 - Developing communications materials as *<Insert Initiative Name>* evolves, potentially including summary documents, brochures, FAQs, and other items;
 - Developing web and social media strategy;
 - Compiling and maintaining list of press clippings; and
 - Creating press strategy, including drafting press releases, coordinating with media outlets.

Fund development and management:

- Working with Project Director to identify potential funding sources to support *<Insert Initiative Name>*'s goals and priorities:
 - Writing grants, as needed, or coordinating work of grantwriter
 - Working with implementing agencies to provide information to support their grant applications
 - Coordinating *<Insert Initiative Name>* grant reporting to funders as required
- Tracking all *<Insert Initiative Name>* funding, including allocated funds from partner organizations

Data collection, analysis, and reporting:

- Coordinating indicator refinement with workgroups and Steering Committee;
- Working with Project Director to ensure all partners are aware of targets and indicators;
- Creating or managing creation of yearly summary reports of *<Insert Initiative Name>* progress for Steering Committee, Partnership Board, and external audiences; and
- Coordinating work of data manager or consultant.

REPORTING RELATIONSHIPS

The Project Coordinator will ultimately be responsible for building and maintaining strong relationships with the community, day-to-day coordination of the effort and its many moving parts, and being part of a highly functioning team. The Project Coordinator will report to the *<Insert Initiative Name>* Project Director.

REQUISITE QUALIFICATIONS

This is an outstanding opportunity to play a critical role in *<insert description of the challenge initiative is trying to address>*. Therefore, first and foremost, the Project Coordinator must be committed to the mission of *<Insert Initiative Name>*.

Additionally, the successful candidate will be able to demonstrate:

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- A minimum of 3 years work experience including 1 or more years of proven community outreach and coordination experience;
- Demonstrated success in building and maintaining relationships with senior executives;
- The presence to inspire confidence and passion in external audiences and to build effective relationships with a range of stakeholders;
- Advanced project management skills;
- Ability to thrive in a fluid, unstructured, entrepreneurial environment without formal training;
- Flexibility and the ability to work autonomously as well as take direction as needed;
- Commitment to the collective impact concepts;
- Strong analytical and critical thinking skills;
- Strong community engagement and facilitation skills;
- Excellent interpersonal and communication skills (written and oral);
- Experience fundraising or grantwriting (optional); and
- Existing relationships with, or ability to build relationships with, a cross-sectoral range of stakeholders in the local or regional area, including senior executives.

DESIRED QUALIFICATIONS

- Experience in a start-up environment;
- Familiarity with the local area and / or focus of the initiative (e.g. substance abuse)

COMPENSATION

Compensation for the position is competitive and commensurate with experience. In addition to competitive salary ranges, the Project Coordinator will be provided a comprehensive benefits package that meets or exceeds that provided by many of the most respected organizations in our industry.

START DATE

<Insert ideal start date>

APPLICATION INSTRUCTIONS

The Search Committee is soliciting nominations and expressions of interest **immediately**. Nominations or applications (with current resume and letter of interest) should be sent confidentially, electronically, and **ideally before <insert date> to:**

<Insert relevant contact information>

DATA CONSULTANT POSITION DESCRIPTION

CONTEXT

<Insert 1-2 paragraphs on the context for the collective impact initiative and the overarching goal>

ORGANIZATIONAL OVERVIEW

<Insert 2-3 paragraphs on the organizational structure of the initiative, key partners, etc.>

SCOPE OF WORK

<Insert Initiative Name> seeks a data consultant to lead the planning, analysis, reporting, and coordination for *<Insert Initiative Name>*'s overall data needs and data infrastructure. The collection, analysis and reporting of data is a major strategic component of the *<Insert Initiative Name>* effort.

Specific responsibilities will include:

- **Planning.**
 - Develop and implement a work plan to produce annual baseline and results reports. The first *<Insert Initiative Name>* Baseline Report will be released in *<Insert date>*.
- **Baseline and Results Reports.**
 - Develop initial *<Insert Initiative Name>* Baseline Report, including collecting and analyzing data, drafting text, and identifying key gaps in conjunction with Steering Committee
 - Negotiate and draft data sharing agreements with relevant *<Insert Initiative Name>* institutions and facilitate data collection as needed.
- **Data to Drive Communications.**
 - Deliver data content that can be used for group seminars, forums and public communications and presentations.
- **Other Reports.**
 - Work with *<Insert Initiative Name>* staff and partner organizations to prepare topical data reports.
 - Work with *<Insert Initiative Name>* staff and partner organizations to plan, coordinate and provide periodic progress reports regarding the project's data work.
- **Surveying.**
 - Conduct key surveys, details of which to be finalized in consultation with Project Director
 - Analyze key themes from the above surveys
- **Data Intermediary.**
 - Serve as data intermediary for *<Insert Initiative Name>* initiative, ensuring that data needs (collection, analysis, dissemination, reporting) are addressed.
 - Support the use of data for key project partners and work groups, and work with *<Insert Initiative Name>* staff to respond to ad-hoc data requests and projects.