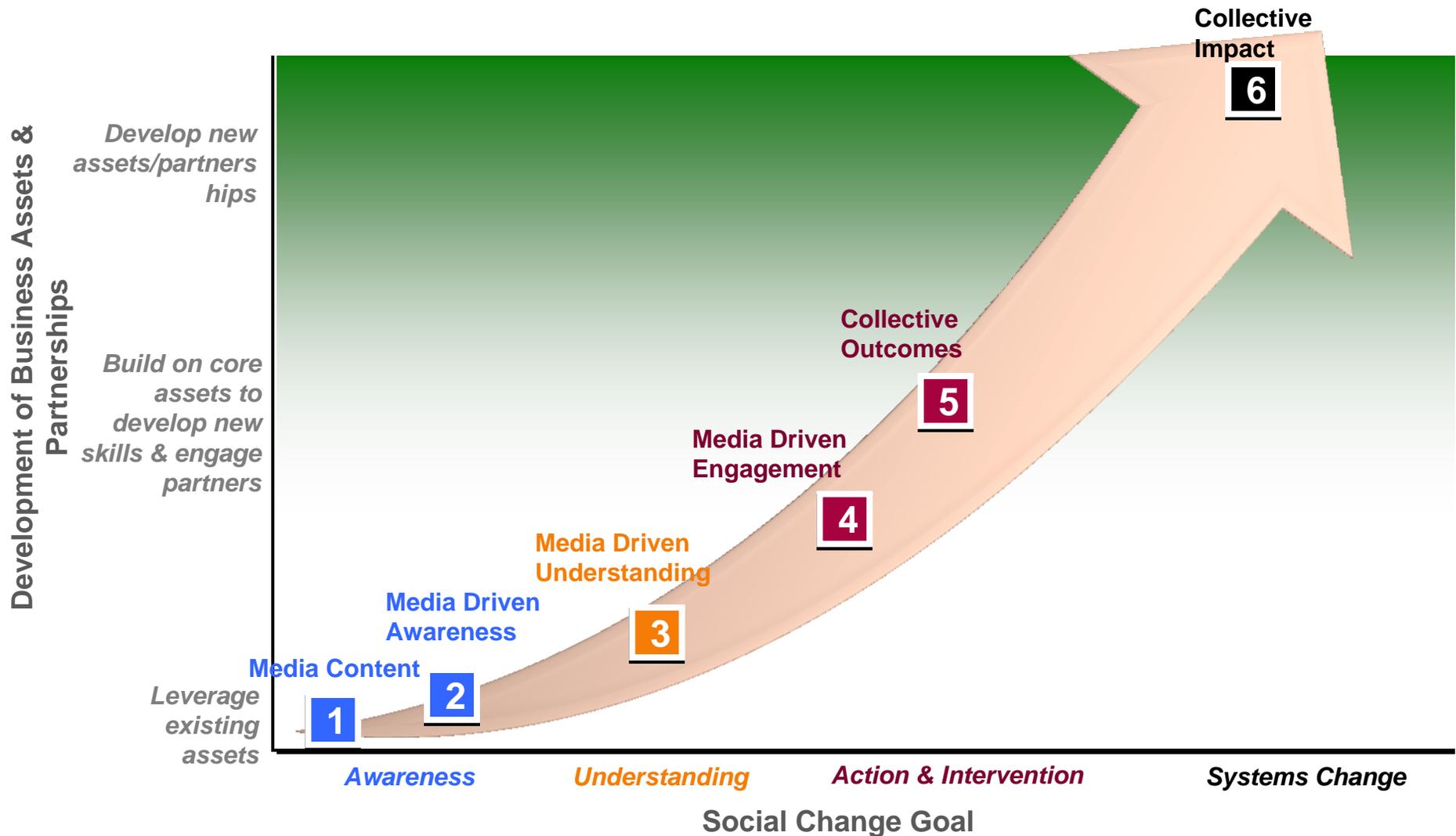


Collective Impact

Relationship of Needed Assets & Partners to Social Change Goal



Note: Structure adapted from Nine Network FSG model of Collective Impact

We Have Defined Seven Models That Provide a Framework for Media to Address Community Needs

Increasing Complexity, Time Commitment, Community Interactions, and Expertise

- 1 Broadcast Content**

Traditional role of public media to present high quality content to local communities including the localization of national content. Content development and distribution forms the basis for all other models
- 2 Media-Driven Awareness**

*Traditional presentation of content that **increases the awareness of community members** around a local issue as it pertains to their community and lives often through the localization of national content*
- 3 Media-Driven Understanding**

*Traditional presentation of content (often of localized content) plus provision of additional resources (e.g., website with a chat forum on the issue) that **increases the understanding community members** have around **a local issue** as it pertains to their community and lives*
- 4 Media-Driven Involvement**

***Engaging community members** around an issue and providing them with information and understanding about the issue and creating a **pathway** for them to become more involved in the issue*
- 5 Collective Outcomes**

*Collaborating with community players over a limited timeframe to create **project-based solutions** to narrowly defined community issues*
- 6 Collective Impact**

*Collaborating with many players over an extended timeframe through an agreed upon process to reach a shared vision and goals and thereby **solving systemic issues** within the community*

The Models Become Increasingly Complex and Build Upon Each Other in Three Key Ways

Key Model Dimensions

**The Degree of
Community Impact That
Can Be Achieved**



Media can participate in efforts that range from raising awareness about critical issues of local importance to supporting systems-level change to address those issues

**The Degree to Which
Media Assets Must Be
Leveraged**



As the degree of community impact increases, the level of media assets and skills required also increases thus organizations will need to build upon traditional presentation abilities to develop new skills and assets

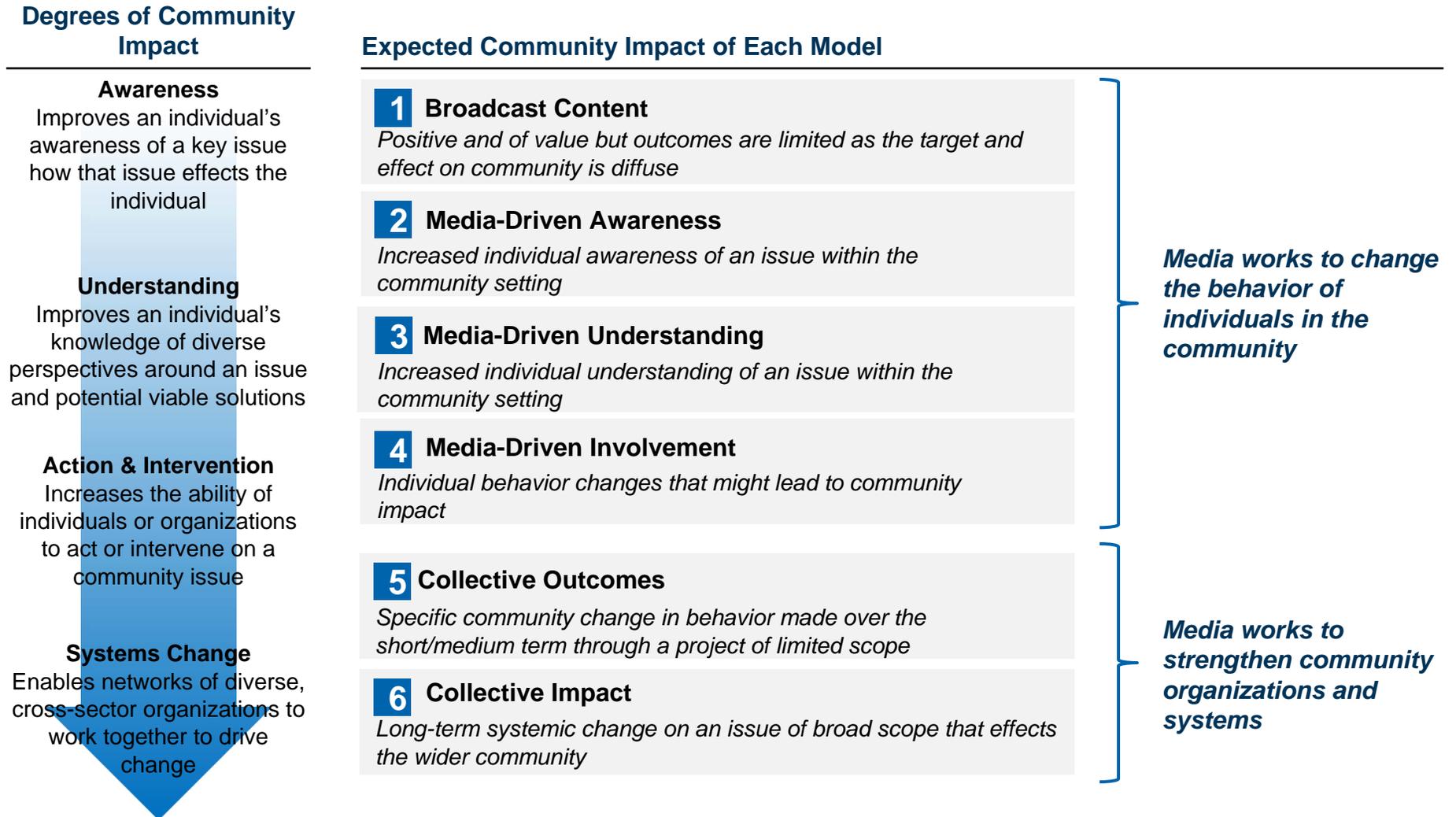
**Depth of Partnership
Required**



The models for meeting community needs require media to participate in different types of partnerships with community organizations

To move to increasingly complex models, organizations must build all three of these dimensions

Community Impact Occurs Along a Continuum Implying Increasingly Complex Models of Engagement



As the Models Become Increasingly Complex, Deeper Levels of Partnership Are Required

Degrees of Community Partnerships

No Partners

Situational Partnerships

- Partnerships are formed for a specific event or narrowly defined project
- Typically dictated by one of the partners
- Partners are often used to frame the issue, but actions are often taken independently
- Shared expectations around partner contributions

Deep Structured Partnerships

- Coordinate with multiple partners (10-100+) and participate in working groups in a multi-year effort
- Significant time invested to develop deep, trusting relationships with partners
- Shared common goals and strategy for community change

Partnerships Needed for Each Model

1 Broadcast Content

Partners unlikely except another broadcast outlet

2 Media-Driven Awareness

Partners are optional, but not necessary and managed by the outlet

3 Media-Driven Understanding

Partners are optional, but not necessary and managed by the outlet

4 Media-Driven Involvement

Partners are needed, but relationships are loose, short term and episodic

5 Collective Outcomes

Medium term partnerships with many organizations; mutual agreement around goals / strategy of a specific project

6 Collective Impact

Long term sustained partnerships with many organizations.; mutual agreement around goals / strategy to create community change

While Traditional Measures Remain Important, Stations Will Need to Track Community Outcomes to Understand Impact

Considerations for Developing Community-Focused Outcomes Measures

- While **traditional metrics**, like audience size, readership and ratings, are still important, they should be treated as “means to an end” to achieve social impact rather than the goal itself
- Outcomes should **differ by model, role, and issue** – “one size fits all” metrics will not work for all public media nor will they work for all of the efforts in which media participates
- Media will need to determine, in **collaboration with partners**, the metrics that are most relevant for them – this is particularly true for engagement with models 5 and 6 that require agreement between partners on a set of goals and measurements for collective efforts
- Results from evaluation efforts should **inform an adjustment in strategy** to make local efforts more effective over time
- Media may **need to make investments** to design and track outcomes, particularly as stations engage in more complex models like model 6

		Community Outcome	Success Indicator
1	Broadcast Content	Aggregate audience	Content counts
2	Media-Driven Awareness	Individual awareness	Change in individual awareness
3	Media-Driven Understanding	Individual knowledge / understanding	Change in individual knowledge / understanding
4	Media-Driven Involvement	Individual behavior change	Change in individual behavior
5	Collective Outcomes	Specific community change made over the short/medium term through a project	Change in community behavior
6	Collective Impact	Systemic community change	Long term change to systems or society