



## Tools for Backbones

### What Is a Backbone?

The Backbone Organization in a Collective Impact effort both helps maintain overall strategic coherence and coordinates and manages the day-to-day operations and implementation of work, including stakeholder engagement, communications, data collection and analysis, and other responsibilities.

### How to Use This Toolkit

The following resources are intended to serve as tools for establishing the infrastructure of a Collective Impact Backbone. Their development was informed by FSG's experience working with a variety of organizations. The tools have been generalized to be applicable across contexts; however, because no two collective impact efforts are the same, these resources should be considered a starting place to be tailored to the unique circumstances of each initiative.

### What Tools Are Included

This toolkit includes the following resources:

- **List of Sample Backbone Activities** – to provide clarity to backbone organizations on their role in supporting implementation of the initiative
- **Working Group Meeting Planning and Execution Checklist** – to assist backbone organizations with work group meeting planning and execution
- **Sample Request for Proposals (RFP) for a Backbone Organization** – To provide an example for Collective Impact efforts seeking proposals for a Backbone
- **Sample Backbone Position Descriptions** – to assist with staffing key positions within the Backbone. This tool includes example postings for the roles of Executive Director, Project Coordinator, and Data Consultant; however, the appropriate size of the Backbone, and composition of team roles, will depend on the scope and scale of the Collective Impact Initiative.

For more information, please contact [info@collectiveimpactforum.org](mailto:info@collectiveimpactforum.org).

*Note: The materials in this toolkit were adapted from FSG's work with the Tackling Youth Substance Abuse, Rio Grande Valley, and Health and Wellness Alliance for Children Collective Impact Initiatives. They are licensed under a Creative Commons Attribution-NoDerivs 3.0 Unported License.*

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## **List of Sample Backbone Activities**

*Legend:*

|                                 |   |
|---------------------------------|---|
| Strategic Activities:           | Activities that involve strategic oversight, external communication, research and evaluation, or policy.          |
| Logistical/Tactical Activities: | Activities that involve logistical support, internal communication, note-taking and dissemination, and scheduling |

### **1. Maintain Strategic Coherence of the Effort**

#### **A. Accountability, Evaluation, & Guidance**

|   |
|---|
| I. Analyze and monitor progress (including Working Group progress) against specific strategies and goals identified by Working Groups |
| II. Continue to develop outcome indicators and performance measures to evaluate progress and to inform system improvement             |
| III. Begin to collect indicators and develop data collection processes  |
| IV. Encourage sharing of best practices among the Steering Committee members and the Working Groups                                   |
| V. Monitor outcome indicators and performance measures related to Working Group to evaluate progress and to inform system improvement |

#### **B. Knowledge Sharing, Overall Logistical Support**

|  |
|--|
| I. Foster one-on-one relationships with Steering Committee members and other key stakeholders                                |
| II. Coordinate research and other activities currently underway by participants in the <i>&lt;Insert Initiative Name&gt;</i> |
| III. Encourage sharing of best practices among the Steering Committee members and the Working Groups                         |
| IV. Identify potential “quick wins” where Steering Committee can act quickly to advance a particular issue                   |
| V. Monitor and enable easy dissemination of Common Agenda and/or Blueprint for Implementation (if developed)                 |
| VI. Provide overall logistical support for meetings  |

## **2. Help Coordinate through the Steering Committee**

### **A. Management and Facilitation**

|   |
|---|
| I. Identify and raise issues/concerns with the Steering Committee   |
| II. Assist development of agendas for Steering Committee meetings and other meetings as necessary               |
| III. Create decks and materials for Steering Committee meetings and other meetings as necessary                 |
| IV. Maintain a high-level perspective to guide and participate in Steering Committee meetings as necessary      |
| V. Follow up and manage next steps that come out of Steering Committee and Working Group meetings, as necessary |
| VI. Manage meeting logistics (e.g., dial-in, attendance, cancellations, etc.)                                   |
| VII. Consolidate Working Group updates for Steering Committee   |
| VIII. Summarize meeting notes and next steps  |

## **3. Support Fundraising and Outreach**

### **A. Coordination, Communication & Policy**

|   |
|---|
| I. Engage with and/or facilitate community engagement with a broader audience, as appropriate, to build buy-in from additional stakeholders   |
| II. Facilitate communication between the Steering Committee and Working Groups to understand challenges at the Working Group level and strategic coherence at the Steering Committee level  |
| III. Develop external communications materials and a comprehensive community engagement and communications plan   |
| IV. Coordinate with other major initiatives in the community, as appropriate, to minimize redundancies and align strategies and actions   |
| V. Note potential legislative agenda, policy, and funding recommendations with guidance of Working Groups and Steering Committee and serve as a go-between among the initiative and other partners advocating for particular policies |
| VI. Respond to requests for information by community partners and allies as appropriate, in coordination with Working Groups and Steering Committee   |
| VII. Develop a plan for on-going funding for <i>&lt;Insert Initiative Name&gt;</i> 's work  |

## **4. Establish and Support Working Groups**

### **A. Establish Working Groups**

|   |
|---|
| I. Work with Steering Committee to develop a list of priority Working Group members and Co-Chairs |
| II. Invite Working Group members through letter, calls, and 1-on-1 meetings                       |
| III. Orient Working Group Co-chairs and members to their roles                                    |

|  |
|--|
| IV. Establish Working Group goals with the Steering Committee, and refine with Working Group Co-Chairs |
|--|

**B. Project Management, Facilitation, and Support**

|  |
|--|
| I. Guide Working Groups to develop specific goals, metrics, and implementation strategies based on the Common Agenda             |
| II. Assist development of meeting agendas (i.e. provide draft agenda)  |
| III. Assist co-chairs/develop meeting materials including presentation   |
| IV. Research topics relevant to strategy development   |
| V. Develop talking points for Working Group co-chairs  |
| VI. Assist Working Group co-chairs with completing report-back to groups   |
| VII. Help Working Group co-chairs incorporate Steering Committee feedback on goals, metrics, and strategies                      |
| VIII. Follow up and manage next steps that come out of Working Group meetings  |
| IX. Plan and schedule Working Group meetings   |
| X. Support Working Group co-chairs to facilitate meetings  |
| XI. Ensure attendee lists are up to date   |
| XII. Manage meeting logistics (e.g., video conferencing, attendance, lunch, cancellations, send final lists to admin staff etc.) |
| XIII. Print meeting materials and talking points   |

## **Working Group Meeting Planning and Execution Checklist**

| <b>Action</b>   | <b>Timing</b>                       |
|---|-------------------------------------|
| Schedule meeting location   | At least 1 month before WG meeting  |
| Send calendar invite to WG members for meeting                                    | 1-2 months before WG meeting        |
| Manage meeting logistics (e.g., lunch, conference line, attendee lists, printing) | 3-4 weeks before WG meeting         |
| Check/update current contact list of Working Group (WG) members                   | 3-4 weeks before WG meeting         |
| Create agenda   | 1 week before WG meeting            |
| Email reminder and any pre-read materials to WG members                           | 3-5 business days before WG meeting |
| Finalize PowerPoint deck, handouts, or other materials                            | 2 business days before WG meeting   |
| Draft internal agenda (if needed)   | 2 business days before WG meeting   |
| Draft talking points for Co-Chairs (if needed)                                    | 2 business days before WG meeting   |
| Answer questions for WG members between meetings                                  | n/a                                 |
| Take notes in WG meeting  | Day of WG meeting                   |
| Email follow-up to WG members (e.g., thanks, next meeting date)                   | w/in 3 days of WG meeting           |
| Email or call those WG members who didn't attend                                  | w/in 3 days of WG meeting           |
| Fill out Reporting Template for Steering Committee (SC)                           | 1 week before SC meeting            |
| Document any SC action on reporting Template and send to WG                       | w/in 3 days of SC meeting           |

## **Sample Request for Proposals (RFP) for a Backbone Organization**

(adapted from an education initiative)

**Purpose:** *To select an organization or individual(s) to launch and sustain a “Backbone” organization that will coordinate implementation of <Insert short description of Collective Impact initiative>.*

### **1. DESCRIPTION OF COLLECTIVE IMPACT EFFORT**

*<Insert 1-2 paragraphs on the context for the Collective Impact initiative and the overarching goal>*

### **2. BACKBONE ROLES AND RESPONSIBILITIES**

Within this Collective Impact effort, the Backbone organization will provide the supporting infrastructure to coordinate work among partners and push forward the overall initiative. Based on the experience of similar efforts across the country, a robust backbone function is a key success factor to sustaining Collective Impact. While the backbone role is often played by a single organization, networks of individuals or a shared service model across organizations may also prove effective, and individual(s) as well as organizations are encouraged to apply.

The following roles and responsibilities will be especially important for the *<Insert Initiative Name>* Backbone organization. This role requires significant commitment, and prospective applicants are encouraged to consider these roles and responsibilities carefully before deciding to apply. Key Backbone roles and responsibilities are as follows:

1. Provide overall project **strategic coherence**.
2. Serve as a **neutral convener** and facilitate effective dialogues while mediating any conflict among stakeholders. The Backbone will need to be seen as an honest broker working on behalf of the group, rather than promoting a single viewpoint.
3. Manage **data collection and analysis**, and utilize measurement as a tool for ongoing learning
4. Support **community engagement** and build key relationships across the initiative. To do so, the Backbone will need to possess existing connections and credibility within the relevant geographic and focus areas.
5. Develop effective **communications and advocacy** agendas that create a sense of urgency for change among participants, policymakers, funders, and the public.
6. Maintain a **full-time presence in the** *<Insert Initiative Name>*. This will initially require hiring and sustaining *<Insert Number>* FTE staff member(s), with the ability to grow to and sustain *<Insert Number>* FTEs within a year, with functional skills in leadership, data, facilitation, and stakeholder engagement.
7. Be able to fundraise to support a Backbone function at an estimated cost of \$ *<Insert Number>* per year. These funds may come from the Backbone entity itself and/or through outside fundraising in conjunction with fundraising for the broader Collective Impact effort, but the Backbone should possess the capacity to raise a significant share of the required resources.

### **3. SELF-ASSESSMENT FOR INTERESTED APPLICANTS**

The following questions are intended to assist applicants in assessing their own capacity and interest for serving as the Backbone organization.

Are you or your organization:

- Currently **based in** *<Insert Relevant Geographic Area>* or willing to develop a full-time presence there?
- Perceived as a **neutral convener and honest broker** as opposed to an advocate of specific viewpoints?
- Viewed as a **credible organization with deep relationships and knowledge** within *<Insert Relevant Geographic Area>*?
- Knowledgeable about the *<population and/or issue area>* **field**?
- Experienced in the **skills** of: *strategy development, group facilitation, data analysis, and public and community advocacy and communication*?
- Able to marshal **sufficient financial resources**, in conjunction with efforts of the Working Group, to sustain an organization of *<Insert Number>* FTEs plus associated costs?

#### 4. SHORT RESPONSE QUESTIONS FOR APPLICANTS

Responses to the questions below should address the applicant's approach to founding, operating, and sustaining a Backbone organization that fulfills the roles and responsibilities described in Section 2.

Aggregate responses should not exceed 2,000 words.

- ❖ **Why** do you want to serve as the Backbone for this effort?
- ❖ How would you plan to **launch, staff, and sustain** a \$*<Insert Number>* per year Backbone organization?
- ❖ How would you **establish an identity as a neutral convener**? What **obstacles** might you have to overcome to be perceived in such a way?
- ❖ If you are not currently located in *<Insert Relevant Geographic Area>*, please indicate how you would **establish a physical presence** as well as build key **relationships** locally.
- ❖ Please **detail your expertise in the following key areas**:
  - *Topical* expertise in *<Insert Relevant Focus Area>*.
  - *Regional* expertise in *<Insert Relevant Geographic Area>*, including level of knowledge and relationships with key stakeholders in the Valley.
  - *Functional* expertise in: strategy development, group facilitation, data analysis, and public and community advocacy and communication.

#### 5. SUBMISSION GUIDELINES

All submissions should be emailed to [matthew.wilka@fsg.org](mailto:matthew.wilka@fsg.org) no later than Friday, September 5, 2012. All applicants will receive an email acknowledging receipt of your proposal.

#### 6. SELECTION PROCESS & CRITERIA

Each applicant will be evaluated using consistent criteria developed from the roles and responsibilities of a Backbone outlined in Section 2, and based on each applicant's responses to the questions in Section 4. Following initial review by members of the Collective Impact Working Group, a subset of applicants (expected n=3-5) will be chosen as finalists. Finalists will be invited to interview with Working Group members at a mutually convenient time, and the Working Group will select the winning Backbone applicant by the end of November, 2012.

## 7. QUESTIONS

All questions regarding this RFP may be emailed to *<Insert relevant contact information>*.

Applicants may find the following, four-part blog series in Stanford Social Innovation Review – [Understanding the Value of Backbone Organizations in Collective Impact](#) – to be useful in understanding the experiences of other backbone organizations involved in similar efforts.

## **Sample Job Descriptions for Key Backbone Positions**

### **Executive Director**

#### **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
- 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 Working Groups, 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)
- Acting as a neutral arbiter and helping resolve disputes or disagreements in direction among workgroups and Steering Committee
- Developing advocacy priorities and coordinate supporting activities of partners

### **Supporting Steering Committee and Working Group meetings:**

- Providing support to Steering Committee and Working Group Co-Chairs to facilitate meetings, assisting in preparation of meeting materials, etc.
- Providing regular reports on progress against goals and indicators
- Building and maintaining relationships with Steering Committee, Working Group Co-Chairs, and Working Group 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
- 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 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 Working Group processes
- 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
- 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
  - Creating press strategy, including drafting press releases, coordinating with media outlets

**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 community leaders involved in this initiative in a way that can inspire collective action without formal authority
- Ensure effective facilitation of all Working 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
- 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 Working Groups 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
- Overseeing work of data manager or consultant

### **REPORTING RELATIONSHIPS**

The Executive Director will be responsible for recruiting and hiring top talent, building and managing a highly functioning team, and will 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

- *Language abilities, if needed*

**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**

### **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 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 Executive Director to update outreach strategy as new needs emerge
- Working with Executive 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 Working Group processes
- Securing letters of support from elected officials and community partners
- 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 Working Group development of annual legislative agenda, policy and funding recommendations
- In partnership with Executive 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 Executive Director, acting as a neutral arbiter and helping resolve disputes or disagreements in direction among Working Groups and Steering Committee
- Coordinating advocacy supporting activities of 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 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 and external audiences
- The following duties may be done in coordination with a communications consultant or Executive 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 Executive 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 Working Groups and Steering Committee
- Working with Executive 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
- Coordinating work of Data Manager or consultant.

#### **REPORTING RELATIONSHIPS**

The Project Coordinator will 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>* Executive 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:

- 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
- 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

#### **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 and letter of interest) should be sent confidentially, electronically, and **ideally before <insert date> to:**

*<Insert relevant contact information>*.

## **Data Manager**

### **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**

The Data Manager will 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.

### **RESPONSIBILITIES**

The Data Manager will participate fully as a key team member in all aspects of the Collective Impact initiative, with a particular focus on the following areas:

#### **Data Collection:**

- Inventory existing data landscape for the initiative – including sources, accessible data, and major gaps – and create a plan to collect all data needed for the success of the effort
- Negotiate and draft data sharing agreements with relevant institutions and facilitate data collection
- Cultivate relationships with key data partners; work with these partners to secure timely access to data to support the initiative's needs
- Coordinate access to and use of data across complementary initiatives

#### **Data Analysis:**

- Develop and implement a work plan to produce annual data “dashboard” and results reports
- Analyze or oversee analysis of data to glean useful insights for the Working Group, Strategy Groups, and other local and statewide audiences
- Help to select and oversee the use of high quality data management systems
- Work with partner organizations to prepare topical data reports
- Manage and coordinate all data-related consultant work
- Support the use of data for key project partners, and work with relevant partners to respond to ad-hoc data requests and projects

#### **Internal and External Communication:**

- Synthesize data analysis into clear, relevant, and visually appealing materials that can be used by the Working and Strategy Groups to make strategic decisions
- Intelligently and creatively present data in a way that can be easily and quickly grasped by external stakeholders wishing to learn more about the initiative
- Identify and prepare data content for seminars, forums and public communications and presentations
- Interact with outside agencies, consultants, and the public to plan, coordinate and provide periodic progress reports regarding the project's data work
- Staff relevant work groups, including a data advisory team, to the Collective Impact Initiative

### **REPORTING RELATIONSHIPS**

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The Data Manager will report to the *<Insert Initiative Name>* Project Coordinator.

#### **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 Data Manager must be committed to the mission of *<Insert Initiative Name>*.

Additionally, the successful candidate will be able to demonstrate:

- Bachelor's degree in a relevant field. An advanced degree is preferred
- At least three years of experience in data analysis and reporting, including a strong command of statistical and data analysis tools and methods
- Experience with complex project management and multiple stakeholder needs
- Good working knowledge of relevant data and databases; experience helping practitioners use data to improve performance is preferred
- Ability to clearly communicate technical information to a wide variety of audiences, possess strong written and oral communications skills
- Results oriented skill at leading and participating in teams, and ability to manage multiple and complex objectives and tasks concurrently with tight deadlines
- Outstanding organizational and interpersonal skills, and ability to function well in high pressure and small team environments
- 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

#### **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 and letter of interest) should be sent confidentially, electronically, and **ideally before <insert date> to:**

*<Insert relevant contact information>*.