

**Engagement Strategies for Key Sectors**

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| **Sector** | **Motivation** | **Reservations** | **Strategies for Engagement** |
| **Philanthropy** | * Greater “Social Return on Investment” for dollars invested within a community
* Increased knowledge of broader funding community’s priorities
* Alignment with other funders around common measures
* Greater understanding of impact of funded programs
 | * Perceived lack of control over funding priorities
* Fear that Partnership priorities may not align with own mission/strategic plan
 | Philanthropic entities are often early leaders in this work due to their interest in maximizing the impact of their investments within a community. However, funders may have the perception that joining a Partnership table may limit their ability to control their own funding priorities. Help funders understand that the Partnership will not control their resources, but rather will help facilitate the development of a shared vision and agreement on a set of community level outcomes that all partners can support in their own, individual way. Philanthropic partners would still control their funding streams but would be encouraged to align their investments with one or all of the Partnership’s priority outcomes. |
| **Education** | * Increased support from community partners to improve student success
* Increased accountability for program providers who support schools
* Ability to influence professional development offerings to improve teacher/principal excellence
 | * Partnership priorities can call greater attention to low-performing education programs/institutions
* Mistrust in working with peer districts/institutions within a local community
 | Educational institutions must understand that the Partnership will embrace a Cradle to Career vision that holds the entire community accountable for student success rather than the traditional “schoolhouse” view of education. Providing district leaders with non-monetary resources/supports and linking in-school and out-of-school supports will help to enhance the success of the broader partnership while assisting educational institutions in achieving their core mission. |
| **Nonprofit** | * Access to key funders/institutions within the community
* Access to non-monetary resources (e.g. access to school buildings, data support, etc.)
* Ability to leverage capacity and resources through collaboration with other non-profit organizations
 | * Sharing data with funders can be uncomfortable for program providers
* Fear that Partnership priorities may not align with own mission or that they’ll be forced to dramatically alter practices to participate in the partnership
 | Communicating the importance of data for improving practices is critical for providers to engage with the Partnership Table. An effective Data Manager who can build trust with nonprofits and other data-sharing partners is a key resource for the Partnership. |
| **Business** | * Development of talent pipeline to ensure quality workforce within the region
* Increased impact for dollars invested in the community
* Opportunity to demonstrate leadership in the nonprofit arena
 | * Perception of time demands may make commitment difficult for top-level CEOs
* Partnership will be yet another reform “table” in the community that is well-intentioned, but does not improve outcomes
 | Focusing on the importance of evidence-based decision making and continuous improvement often helps businesses to understand the value of the Partnership. Often business partners have continuous improvement expertise within their organization that can be leveraged to support Collaborative Action and ensure additional buy-in from business leaders. |
| **Government** | * Increased performance for local educational systems
* Alignment of administrative priorities with top-level community leaders
 | * Process may be perceived to move too slowly to align with electoral cycles or administrative priorities
* Lack of control over Partnership priorities
 | Must work to identify clear/early wins to build momentum for the Partnership and generate positive attention to leaders of the work. Must develop an accountability structure that utilizes civic leaders’ time effectively. |
| **Community** | * Building cross-sector support and engagement in community priorities
* Taking a whole-system approach as opposed to a programmatic approach.
 | * Top-level leaders will drive strategy and implementation without community input and engagement
 | “Run to your history” – Review prior community engagement efforts around the work and involve community leaders in the process from the outset. Learning from past efforts will ensure the Partnership is aware of potential pitfalls and engaging community leaders will help to develop champions for the work at the grassroots level. |