

Workshop Agenda

All Sessions Will Be Held at the Westdrift Manhattan Beach

October 16 – 18, 2018

Tuesday, October 16, 2018

11:00 – 1:00 p.m. Registration

1:00 – 2:30 p.m. Welcome and Opening Session

Sheri Brady, Associate Director, Aspen Institute Forum for Community Solutions
Jennifer Splansky Juster, Executive Director, Collective Impact Forum

2:30 – 3:30 p.m. Role Clarity Part I – The Core Roles and Skills of a Backbone Leader

Fay Hanleybrown, Managing Director, FSG

As a group, we will reflect on the range of roles played by the backbone team, and discuss the unique nature of the work of the backbone leader.

3:30 – 4:00 p.m. Break

4:00 – 4:45 p.m. Role Clarity Part II – The Core Roles and Skills of a Backbone Leader

Fay Hanleybrown, Managing Director, FSG
Clare Fox, Executive Director, Los Angeles Food Policy Council
Deycy Hernandez, Director, Promesa Boyle Heights
Cheryl Moder, Vice President, Moder Research & Communications

We will hear from a panel of backbone leaders who will discuss the roles, skills, and effectiveness of the backbone.

4:45 – 6:00 p.m. The Culture of Collective Impact

Paul Schmitz, Senior Advisor, Collective Impact Forum

This session will focus on the core values that help leaders work better together when striving for results for their collective impact efforts. For each value, there are key recommendations on how to build an inclusive, collaborative culture that welcomes partners to the table and encourages learning from challenges.

Wednesday, October 17, 2018

7:30 – 8:30 a.m. Breakfast Available

8:30 – 9:00 a.m. Welcome, Inspirations, and Reflections from Day 1

9:00 – 10:30 a.m. Using Insights from the Collective Impact Cross-Site Study to Improve Your Impact

Terri Akey, Director, ORS Impact;

Lauren Gase, Senior Researcher, Spark Policy Institute;

Joel Gutierrez, Consultant, ORS Impact

What do we know about the practices that lead to systems and population changes in collective impact initiatives? This session will explore actionable insights gleaned from an in-depth study of 25 collective impact sites, including exploring their equity practices and outcomes and evidence about what contributes to achieving meaningful changes at a systems and population level.

10:30 – 11:00 a.m. Break

11:00 – 12:30 p.m. Concurrent Workshops

Advancing Equity in Collective Impact

Sheri Brady, Associate Director, Aspen Institute Forum for Community Solutions

Junious Williams, Senior Advisor, Collective Impact Forum

Breanna Hawkins, Policy Director, Los Angeles Food Policy Council

In order to truly solve complex social issues, structural inequality along race, class and culture lines needs to be tackled head on. For this reason, the systems focus of collective impact work provides a significant opportunity to advance equity in communities. This session will help organizations think through how to promote equity and inclusion through their collective impact work. Learn about the key building blocks for equity-focused work and hear how other practitioners have built an equity and inclusion lens into their efforts. Participants will also have a chance to engage with peers to discuss practical ways to infuse equity into their own efforts.

Backbone Structures and Governance Strategies

Jennifer Splansky Juster, Executive Director, Collective Impact Forum

As collective impact efforts evolve across different issue areas and communities, a variety of backbone structures have emerged. This session will discuss the backbone structure options best suited to your work and provide valuable insights into the governance strategies which are critical for collective impact.

Evaluating Collective Impact Efforts

Fay Hanleybrown, Managing Director, FSG

In this session, we will share a framework for performance measurement and evaluation that takes into account the various stages of a collective impact

initiative's development. Learn how to effectively track both the progress and the outcomes of collective impact initiatives, and how evaluation can help you learn and adapt along the way.

Leading for a Culture of Collective Impact

Paul Schmitz, Senior Advisor, Collective Impact Forum

This interactive session will explore approaches to collaborative leadership. For collective impact to succeed, groups must be as rigorous about building culture as they are about building impact strategies. Participants will explore leadership styles, community building, team dynamics, and collaborative leadership competencies.

Nuts & Bolts of Collective Impact

Robert Albright, Associate Director, Collective Impact Forum

Designed for workshop participants who are newer to the collective impact concept and early in their initiative's development, this session will review the basic concepts of the collective impact approach and discuss the structures that these initiatives use to engage a broad range of stakeholders. This session will also provide practical advice for identifying who is best positioned to play the backbone role for an initiative, and how the backbone role can be structured so that it can guide the initiative to achieve impact.

Deep Dive on Collective Impact Cross-Site Study

Terri Akey, Director, ORS Impact

Lauren Gase, Senior Researcher, Spark Policy Institute

Joel Gutierrez, Consultant, ORS Impact

Go deeper into the findings and insights found in the study *When Collective Impact Has an Impact*, which examined 25 collective impact initiatives, and how the collective impact framework connects to their goals and outcomes. Come ask your questions to the research study leads, and learn more about resources they created to assess the progress of a collective impact initiative's implementation.

12:30 – 2:00 p.m. Lunch

During lunch, attendees will be able to either sit at tables organized by specific topics (e.g. education, health, etc) or sit at open tables. This space can also serve as free time for attendees.

2:00 – 4:15 p.m. Practical Tools for Leading Collective Impact Initiatives

Faculty will lead sessions sharing practical tools for implementing collective impact. Participants will be able to join two 60-minute sessions from 2pm - 3pm and 3:15pm - 4:15pm, with a short break in between each. Tool topics will include:

Actor Mapping

Jennifer Splansky Juster, Executive Director, Collective Impact Forum

Bringing the right cross-sector actors together is a key component of the collective impact process, and building relationships across these individuals and organizations is critical. In this session, come build an actor map, a systems tool that focuses on relationships and interconnections between various actors. These maps help show how the parts of, or people within, a system are connected, identify weak connections or gaps, bring out ideas for intervention points in the system, and help identify ways of determining whether those changes have occurred.

Appreciative Inquiry

Robert Albright, Director of Programs, Collective Impact Forum

Appreciative inquiry is a change management approach that allows groups to focus on identifying what is working well, analyze why it is working well, and use those insights to build on their strengths moving forward. This session will walk you through the process of running an appreciative inquiry exercise within the context of collective impact, and share some tips and tricks for maximizing its outcomes in your collective impact effort moving forward.

The Eco-Cycle Approach

Fay Hanleybrown, Managing Director, FSG

Collective impact typically happens over four phases of work. The Eco-Cycle helps collective impact efforts navigate the dynamic tensions embedded in each of the phases. It also is useful to identify the traps which often prevent collective efforts from moving forward. This tool will help you map your collective impact effort and identify strategies for moving.

Facing Challenges through the TRIZ Facilitation Technique

Veronica Borgonovi, Director of Diversity, Equity, and Inclusion, FSG

Are you looking to create space for innovation and problem-solving in your collective impact initiative? Learn about the “TRIZ” facilitation technique, a multi-step discussion tool that provides a safe space for “creative destruction” by raising challenges in a fun way. Test-drive this unique facilitation tool, and see how TRIZ can help you build trust and remove barriers with your partners.

Making Meetings Work: How to Design Meetings to Energize Rather than Bore

Paul Schmitz, Senior Advisor, Collective Impact Forum

Collective impact involves a lot of meetings. This session will introduce a tool and some strategies to ensure that meetings produce rather than suck energy from the group.

Organizing Responsibility and Using Consensus for Inclusive Decision-Making

Junious Williams, Senior Advisor, Collective Impact Forum

A collective impact initiative brings together a new, diverse cast of characters with many establishing new relationships as they build infrastructure to improve outcomes on an important social problem. The collective impact infrastructure requires thoughtful approaches to sorting out who makes what decisions and how decisions are made. This session will explore how to organize decision making responsibility for various decisions and how to use consensus building tools in decision making processes.

4:15 - 4:30 p.m. Break

4:30 – 5:30 p.m. Peer Assist and Day 2 Closing Discussion

Thursday, October 18, 2018

7:00 – 8:00 a.m. Breakfast Available

8:00 – 8:15 a.m. Welcome, Inspirations, and Reflections from Day 2

8:15 –8:30 a.m. Transition

8:30 – 10:00 a.m. Concurrent Workshops

Advancing Equity in Collective Impact*

Sheri Brady, Associate Director, Aspen Institute Forum for Community Solutions

Junious Williams, Senior Advisor, Collective Impact Forum

Effie Turnbull Sanders, Executive Director, SLATE-Z

In order to truly solve complex social issues, structural inequality along race, class and culture lines needs to be tackled head on. For this reason, the systems focus of collective impact work provides a significant opportunity to advance equity in communities. This session will help organizations think through how to promote equity and inclusion through their collective impact work. Learn about the key building blocks for equity-focused work and hear how other practitioners have built an equity and inclusion lens into their efforts. Participants will also have a chance to engage with peers to discuss practical ways to infuse equity into their own efforts.

*This session is a repeat of the Wednesday morning session, although will have a different guest practitioner sharing their experiences. Because this is a popular session, we offer it twice during the workshop.

Building a Community Engagement Strategy

Paul Schmitz, Senior Advisor, Collective Impact Forum

This session will share a series of tools for planning community engagement to be more purposeful, equitable, transparent, and strategic so that community residents and grassroots leaders are true partners for achieving impact.

Moving from Vision to Implementation

Robert Albright, Director of Programs, Collective Impact Forum

This session is recommended for participants who are transitioning from the initial planning stages into implementation of collective impact strategies. Forming a steering committee and creating a common agenda is hard work. However, what happens after the vision has been agreed upon? How do you create an infrastructure that can make progress toward achieving the common agenda? In this session, learn about the structure for implementing collective impact; discuss considerations for which working groups to create to pursue the common agenda, and when to launch them; how to identify stakeholders best suited to serve on working groups; and how working groups can succeed in their first six months.

Resources for Pursuing Systems Change in Collective Impact

Jennifer Splansky Juster, Executive Director, Collective Impact Forum

In order to make lasting, transformational progress in communities, collective impact initiatives often pursue both programmatic work and systems change strategies. But the idea of “systems change” can often feel vague, and can be interpreted in a range of ways by different individuals. This session will share a framework for concretely thinking about different strategies for systems change from FSG’s recently publication: [The Water of Systems Change](#), and will work through a three-part exercise to assess system change opportunities within your own work.

What is Unconscious Bias, and What Can We Do About It?

Veronica Borgonovi, Director of Diversity, Equity, and Inclusion, FSG

It is imperative that collective impact efforts are proactively integrating a focus on equity and inclusion in order to address disparities, correct for injustice, and create systems-level change. Inclusion requires more than inviting people to the table – we need to ensure people are valued and heard, and biases can get in the way. In this session, we will explore what unconscious bias is and experience how our brains can cause problems when we are processing things unconsciously. We will learn tactics to manage the biases we have, and practice applying these to real situations we may face in our work.

Using Data and Shared Measurement in Collective Impact

Michael Nailat, Program Officer, Home For Good, United Way of Greater LA

Emily Bradley, Program Officer, Home For Good, United Way of Greater LA

Data gathering and shared measurement systems are key elements for collective impact initiatives to better understand and assess their efforts, but can be very challenging to start and sustain. What can we learn from other initiatives about their practices related to gathering and sharing data? This session will share what Home for Good has learned about how to use data to support an initiative's work, build trust among stakeholders, promote transparency, and to improve outcomes. From using data dashboards to building an internal culture around data tracking, this session is for anyone interested learning how to better use data in your work.

10:00 – 10:30 a.m. Break

10:30 – 12:00 p.m. Closing Session: Working in Partnership for Collective Impact Panel

The closing session will begin with a discussion exploring how backbone teams can most effectively engage their funders – and how funders can most meaningfully support and engage in collective impact collaboratives. Following this discussion, participants will engage in their final small group discussions and reflections, before we close out our time together.

Featuring:

- *Jennifer Splansky Juster, Executive Director, Collective Impact Forum*
- *Jeannine Balfour, Senior Program Officer, Domestic Programs, Conrad N. Hilton Foundation*
- *Rebecca Gudeman, Attorney, Senior Director, Adolescent Health, National Center for Youth Law*
- *Lesli LeGras Morris, Director, Los Angeles Reproductive Health Equity Project for Foster Youth, National Center for Youth Law*
- *Nina Revoyr, Executive Director - Los Angeles, Ballmer Group*
- *Effie Turnbull Sanders, Executive Director, South Los Angeles Transit Empowerment Zone (SLATE-Z)*

12:00pm

Workshop Ends

Speakers



Breanna Hawkins – Policy Director, Los Angeles Food Policy Council

Breanna Hawkins is a Policy Director for the Los Angeles Food Policy Council (LAFPC). She supports all of LAFPC's working groups, strategic policy campaigns, and research initiatives. Breanna is also a Ph.D student at the University of Southern California with research interests in the network and spatial dimensions of urban food movements. Prior to joining LAFPC, Breanna served as an evaluator for a Racial and Ethnic Approaches to Community Health (REACH) pilot project funded by the Centers for Disease Control and Prevention. Breanna also previously served as a Policy Analyst for Community Health Councils, a social justice organization based in South LA. Breanna received her undergraduate degree in Public Policy and Management and Masters of Urban Planning degrees from the University of Southern California, where she was awarded the Emery E. Olson award for outstanding achievements in civic leadership. Breanna is a native Angeleno who loves exploring new ways to leverage food as a vehicle for transformative social change in her hometown.



Cheryl Moder - Vice President, Moder Research & Communications

Cheryl Moder is vice president of Moder Research & Communications. Cheryl has over 20 years of experience in community health improvement program development and is a recognized leader in the field of collective impact. From 2006 to 2017, launched and directed the San Diego County Childhood Obesity Initiative (COI), one of the nation's longest running collective impact initiatives focused on improving community health. In 2017, Cheryl resumed her position as vice president of Moder Research & Communications, where she worked from 1999 to 2006. In this role, she consults with non-profit and public health agencies to support collective impact activities. She is currently working with Be There San Diego on implementation of the San Diego Accountable Community for Health, a multi-sector collaborative that is focused on to reducing health disparities and advancing community health with the first aim of improving cardiovascular health.



Clare Fox - Executive Director, Los Angeles Food Policy Council

Clare Fox is the Executive Director of the Los Angeles Food Policy Council (LAFPC). In this role, she supports and collaborates with a large network of public, private, non-profit and community leaders to catalyze policy and systems change for a sustainable and fair food system. Under her leadership, the organization has grown to a partnership network of over 400 organizations and agencies, and led numerous legislative wins leading to improved access to healthy food for low-income residents, improved conditions for food workers, and improved coordination among food agencies and stakeholders. Previously, she created and led a food access investment program at the City of Los Angeles Community Redevelopment Agency (CRA-LA) in South Los Angeles in partnership with Los Angeles County Department of Public Health and a coalition of community-based organizations and residents. She is a skilled public facilitator and ecosystem builder with a passion for leadership development, racial justice and regenerative systems.



Deycy Hernandez - Director, Promesa Boyle Heights

Deycy Hernandez is the Director for Promesa Boyle Heights, a passionate collaborative of adult residents, youth, schools and allies working together to realize a shared vision for a community change. Our work builds on a strong legacy of community organizing in Boyle Heights and is the result of an intensive planning process that brought together 4,000+ residents to develop a shared vision and a plan for collective action. Together, we are working to build a community where: 1) every child has an opportunity to learn, grow and succeed from cradle through college and career; 2) families can live a stable, healthy and fulfilling life; and 3) every individual is empowered to act and join in building a more just and interdependent society.

Prior to joining Promesa, Deycy served as the Director of Advocacy and Organizing for the New York Immigration Coalition where she worked alongside multi-ethnic grassroots organizations to push legislation and increase funding to expand opportunities and access for immigrant families and communities of color.

Deycy obtained her Bachelor's degree from UCLA and a Master's degree in Education Policy from Harvard's Graduate School of Education where she also served as a research assistant for the Harvard Civil Rights Project.

Deycy was raised by her grandmother until she immigrated to the Los Angeles from Mexico City as a teenager to reunite with her parents. Deycy was introduced to organizing during her senior year in high school when as an undocumented student she was unable to pursue her dreams of a college education and she saw her family and community at the crossfire of anti-immigrant legislation and rhetoric. For over 20 years, she has been working to build grassroots power and collective action based on values of justice, love, and compassion.



Effie Turnbull Sanders - Executive Director, South Los Angeles Transit Empowerment Zone (SLATE-Z)

Effie Turnbull Sanders is a passionate and dedicated advocate for economic, environmental and social change. She brings over two decades of experience advancing the rights of underserved Los Angeles

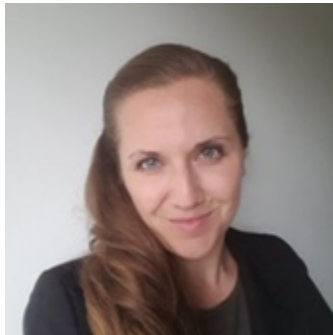
communities to lead the South Los Angeles Transit Empowerment Zone (SLATE-Z) as its Executive Director. As Executive director, Sanders leads SLATE-Z's efforts to promote neighborhood revitalization, educational excellence and economic empowerment to help realize the tremendous promise and potential of South Los Angeles.

Prior to joining SLATE-Z, Sanders worked in service of the children of Los Angeles as Assistant General Counsel to the Los Angeles Unified School District (LAUSD) on real estate development, facilities management, and employment law. Through her legal career, she has worked as counsel to public and private organizations such as the City of Los Angeles and Richards, Watson & Gershon.

As a social justice leader, Sanders has served as an appointee to state and federal entities. Currently, she is the environmental justice designee and the Vice Chair of the California Coastal Commission. She is also a member of Representative Karen Bass' Congressional Council. Sanders was a Presidential Appointee for Vice Chair Cruz Reynoso with the United States Commission on Civil Rights.

Throughout her career, Sanders has led a number of non-profit organizations as an active board member for Social Action Partners and the Los Angeles League of Conservation Voters. She also served as an advisory board member to the Santa Monica Mountains Conservancy and Mark Ridley Thomas' African American Voter Registration, Education, and Participation Project.

Sanders received her Bachelor of Arts degree in Mass Communications from the University of California, Los Angeles, her Juris Doctorate from UCLA School of Law, and is a graduate of the University of Southern California Ross Program in Real Estate. She and her husband live with their two children in Los Angeles.



Emily Bradley - Program Officer, Home For Good, United Way of Greater LA

Emily Bradley leads strategic grantmaking for Home For Good, a community-driven initiative that represents 300+ cross-sector partners working collaboratively on systems and solutions to homelessness in LA County. In this role, she works to grow and coordinate private philanthropy and public investment in solutions to homelessness through the Home For Good Funders Collaborative. Prior to joining the housing team, Emily worked on the Economic Mobility team at United Way supporting the initiative's partners working with low-income families and helping launch a veteran employment program. At United Way, Emily solidified her commitment to addressing systemic issues and passion for philanthropic impact, which were first fostered in her previous work as a grant writer and service as an AmeriCorps VISTA member focused on nonprofit capacity building in Orange County. Emily earned her undergraduate degrees from UCLA, and her Masters of Public Administration at USC.



Fay Hanleybrown - *Managing Director, FSG*

Fay Hanleybrown has nearly 20 years of experience advising foundations, corporations, and nonprofit clients across a range of issues, including strategy development, organizational alignment, and evaluation. Fay established FSG's west coast presence when she opened the San Francisco office in 2002. She currently leads FSG's Seattle office and Collective Impact approach area. She has advised a variety of clients, including private foundations, community foundations, private corporations, and nonprofits across a range of critical issues including education, global development, community philanthropy, and corporate social responsibility. Recent clients include the Bill & Melinda Gates Foundation, Microsoft, The Ford Family Foundation, The William and Flora Hewlett Foundation, and the Community Center for Education Results. She has also led a number of engagements focused on designing and launching cross-sector collaborations. Fay speaks regularly about philanthropic effectiveness, collective impact, and shared measurement.



Jeannine Balfour - *Senior Program Officer, Domestic Programs, Conrad N. Hilton Foundation*

Jeannine Balfour leads implementation of the Conrad N. Hilton Foundation's foster youth initiative. Previously, she served for five years as Program Officer in Minneapolis, Minnesota with the McKnight Foundation in the Children and Families program where she was responsible for a diverse portfolio including Homeless and Runaway Youth, Fatherhood, Family Economic Success, Out of School Time and Multiservice. Balfour also worked as Associate Community Liaison at the Northwest Area Foundation in St. Paul, Minnesota where she helped develop and implement urban and regional community partnerships to reduce poverty. She spent several years as the HIV Prevention Coordinator for the Louisiana Office of Public Health HIV/AIDS Program in New Orleans, Louisiana; she was program manager for Population Services International of Dar es Salaam, Tanzania; and English language instructor in Banjul, The Gambia. She received her Master in International Public Health from Tulane University.



Jennifer Splansky Juster - Executive Director, Collective Impact Forum

Jennifer Splansky Juster is Executive Director of the fielding-building initiative the Collective Impact Forum, and is a Director in FSG's San Francisco office. Over the course of her career, Jennifer has worked with a range of foundations, nonprofits, government agencies, and corporations across sectors on issues of strategy, evaluation, and program design. She is one of FSG's leaders in collective impact field building, has worked on multiple collective impact engagements, designed training opportunities for collective impact practitioners, and frequently speaks on the topic. Jennifer is also a member of FSG's Education & Youth and US Health impact areas. Jennifer's career began with the Triage Consulting Group, where she worked with hospitals to improve their revenue cycle management, business office processes, and managed care contract negotiations. She has also worked in the Oakland Unified School District strategic projects group, where she designed a framework for community accountability. Jennifer holds an M.B.A. from Northwestern University's Kellogg School of Management, and a B.A. in Human Biology from Stanford University.



Joel Gutierrez - Consultant, ORS Impact

What Joel enjoys most about his job is helping organizations learn from and use evaluation data and insights to maximize their impact. He works in close partnership with stakeholders, including community members, to build their appetite and buy-in for evaluation, and to help them use data and findings to "prove" and to "improve."

His utilization-focused mentality relies on not only the quality and relevance of data findings but also in how those findings are communicated to various audiences. He has skills in data visualization and design and enjoys creating accessible and appealing ways to present quantitative and qualitative data findings.

Joel is currently an MBA candidate at Presidio Graduate School to learn how to leverage the intersection between business, innovation, and justice. His prior experience includes sustainable agricultural work in Colombia and economic development at the City of Seattle. While Joel is not at work or school, he enjoys exploring musical genres, traveling to close and far places, cycling, skiing, and cooking, among other hobbies like being an avid Arsenal Football Club supporter.



Junious Williams - Senior Advisor, Collective Impact Forum

Mr. Williams is the principal of Junious Williams Consulting Inc. (JWC), a firm specializing in research, policy analysis, collaboration facilitation, program development, and assessment focused on increasing equity and social justice. He has worked extensively over the past 25 years on a variety of multi-stakeholder, multi-sector collaborations and collective impact initiatives providing guidance and support in design, implementation, facilitation, management, and program improvement for initiatives spanning issues from full-service community schools to cradle-to-career pathways; from opportunity youth education and employment to improving outcomes for boys and men of color. He holds a Juris Doctorate in law and a Bachelor's degree in sociology from the University of Michigan, where he also pursued graduate studies in education administration.

From 1998 through 2016, Mr. Williams served as president and CEO of Urban Strategies Council, a social justice impact organization in Oakland, California. In addition to private law practice, his career includes: founding and directing the Saginaw Student Rights Center and co-founding the Ann Arbor Student Advocacy Center; work on school desegregation, disparate student discipline, and education equity as associate director of the Programs for Educational Opportunity at the University of Michigan School of Education; associate professor of ethnic studies at CSU, Fresno; executive director of student attendance and discipline for the Detroit Public Schools; and assistant compliance monitor for a federal consent decree on employment discrimination in the building trades. He has worked on community-building initiatives, education and criminal justice reform, improving outcomes for boys and men of color, and workforce and economic development efforts including negotiating landmark community benefits agreements on major development projects in Oakland and San Francisco. He is co-founder and board chair of the Oakland Community Land Trust and board chair of the Center for Law and Education.



Lauren Gase - Senior Researcher, Spark Policy Institute

Dr. Lauren Gase serves as senior researcher for Spark Policy Institute, a social evaluation and research firm that uses systems thinking to help social changemakers working with vulnerable/marginalized populations do good, even better. She has led several studies at the national- and local-level to improve health, educational, and social outcomes. She enjoys using approaches, methods, and data analysis techniques that meaningfully facilitate stakeholder engagement, influence policy and program decision making, and foster organizational improvement.

Before joining Spark, Lauren advanced health promoting policy and system changes as the Chief of Health and Policy Assessment at the Los Angeles County Department of Public Health and as a Health Scientist at the Centers for Disease Control and Prevention. She holds a B.S. from University of California–Santa Barbara, a Master’s in Public Health from Emory University, and a Ph.D. in Health Policy from the University of California–Los Angeles.



Lesli LeGras Morris - Director, Los Angeles Reproductive Health Equity Project for Foster Youth, National Center for Youth Law

Lesli LeGras Morris serves as Director of the Los Angeles Reproductive Health Equity Project for Foster Youth, a collective impact initiative with the audacious goal of dismantling the systemic barriers that prevent youth in care from accessing sexual and reproductive health services and education – and ensuring LA’s systems and policies are positioned to facilitate that access. Prior to joining NCYL, Morris directed the Youth Advocate Program, a fellowship program in Oakland for current and former foster youth who provided consumer-driven input to Alameda County DCFS on policies such as extended foster care and trained social workers, lawyers, and therapists on best practices for working with system-involved youth. Most recently, Morris served as Director of Education at the Coalition for Responsible Community Development in South LA, where she led a cross-sectoral team of community partners dedicated to creating an out-of-school to college-completer pipeline for LA’s opportunity youth. She also led efforts to raise over \$1M to create, launch, and pilot-test “Project Tipping Point,” a cohort-based academic program designed to accelerate transition-aged foster youth towards postsecondary credentials and family-sustaining wages. A graduate of UCLA and CSU Northridge with degrees in Psychology and Public Administration, Morris’ laser-focus on galvanizing collective commitment to promoting equity for young people of Color is driven by her lived experiences as a Black woman, born-and-bred South Central Los Angeles resident, and mother to a vivacious pre-schooler and joyful infant.



Michael Nailat - Program Officer, Home For Good, United Way of Greater LA

Michael Nailat is a Program Officer with the Home For Good team focused on data. He is the founder and lead organizer of the Homelessness Analysis Collaborative (HAC), an alliance of researchers and analysts throughout LA County that develop tools and creative approaches to better understanding homelessness and ways to end it. He also leads United Way's efforts to create a centralized research table on homelessness, the Homelessness Policy Research Institute, where leading researchers can work through collective research priorities and coordinate responsive research to pressing system and service needs. Prior to joining the team, Michael served as the Outcomes Unit Manager at the Los Angeles Homeless Services Authority, where he oversaw grantee performance reporting, continuum-wide goal setting, and HMIS report development. An avid patron of the creative arts, Michael is the founder of Sessions LA, an afterschool DJ and music production program for urban youth, and he also produces the popular podcast "This Filipino American Life." He also serves as a Steering Committee member for the LA Chapter of Asian Americans and Pacific Islanders in Philanthropy (AAPIP-LA). In his spare time, he is a freelance grant writer, IT consultant, DJ, photographer, and community organizer. He has a Master's Degree in Public Policy from USC, and degrees in Social Science and Asian American Studies from UC Irvine.



Nina Revoyr - Executive Director - Los Angeles, Ballmer Group

Nina Revoyr is the Executive Director of Ballmer Group's philanthropic efforts in Los Angeles County and California, which are aimed at improving economic mobility for children and families disproportionately likely to remain in poverty.

Prior to joining Ballmer Group, Nina spent two decades in the fields of child and family services and education. Most recently, she was Executive Vice President and Chief Operating Officer of Children's Institute, Inc., which provides evidence-based mental health services, child welfare and enrichment programs, and early childhood education to over 25,000 children and families annually in Central and South Los Angeles who are affected by violence and poverty. She has also worked for SafeSpace in New York City; for Head Start in Los Angeles; and as chief of staff for the president of the Los Angeles Unified School District Board of Education.

Nina is the author of five novels and co-editor of a college textbook; she has been a visiting professor at Cornell University, Pomona College, Occidental College, Pitzer College, and others, and speaks frequently on issues of community, race, and history. Revoyr was born in Tokyo, Japan, lived in rural Wisconsin, and was raised in urban Los Angeles, where she still resides with her spouse and their dogs. She received a B.A. from Yale University and an M.F.A. from Cornell University.



Paul Schmitz - Senior Advisor, Collective Impact Forum

Paul Schmitz builds the collective leadership of organizations and communities to achieve greater social impact through his roles as Senior Advisor at The Collective Impact Forum and CEO of Leading Inside Out. He is an author, speaker, trainer, and consultant whose work focuses on leadership development, collaborative culture, racial equity, community engagement, and result-based strategies.

Paul is the author of *Everyone Leads: Building Leadership from the Community Up* (Jossey Bass, 2011). The book is based on lessons learned from 21 years leading Public Allies, an innovative leadership development program that helped more than 5,000 passionate and diverse young leaders across the country begin careers working for community and social change.

Paul is a faculty member of The Asset-Based Community Development Institute, and a board member of The Corps Network, the NYU Leadership Initiative, Playworks, and The United Way of Greater Milwaukee. Paul previously served on the board of Independent Sector, the association of nonprofit and philanthropic leaders, and was the co-chair of Voices for National Service, which led advocacy for AmeriCorps and other national service programs. Paul co-chaired the 2008 Obama Presidential campaign's Civic Engagement Policy Group, was a member of The Obama-Biden Transition Team, and was appointed by President Obama to The White House Council for Community Solutions.

Paul is an honors graduate of the University of Wisconsin-Milwaukee. In 2014, Paul was appointed the first Innovator in Residence at Georgetown University's Beeck Center for Social Innovation. He has also been recognized by The Rockefeller Foundation as a Next Generation Leadership Fellow, by the Nonprofit Times three separate years as one of the 50 most influential nonprofit leaders in America, and by Fast Company Magazine with their Social Capitalist Award for innovation. He lives in Milwaukee with his wife and five children.



Rebecca Gudeman - Attorney, Senior Director, Adolescent Health, National Center for Youth Law

Rebecca Gudeman is Senior Director of health at the National Center for Youth Law (NCYL), specializing in adolescent health law and access. Among other things, she oversees NCYL's adolescent reproductive health equity and school based health care projects. Gudeman is an expert on minor consent, confidentiality and information sharing law and on issues of health access for youth in the foster care and juvenile justice systems. In addition to her advocacy work at NCYL, she trains and consults nationally on these issues. She earned her B.A., Magna Cum Laude, from Harvard University, and her J.D. from the UCLA School of Law. She also holds a Master in Public Administration from Harvard's John F. Kennedy School of Government. Prior to joining NCYL, Gudeman was a Professor of Law at the Universidad de las Americas in Mexico City. She began her career with the Children's Rights Project at Public Counsel in Los Angeles, where she created Public Counsel's Teen Legal Clinic program. The program was one of the first school-based legal assistance programs in the country. In 1997, she was named the American Bar Association's Young Lawyer Child Advocate of the Year. In 2015, she was awarded the National Chapter Recognition Award by the Society for Adolescent Health and Medicine (SAHM) for her health policy advocacy on behalf of young people.



Robert Albright - *Director of Programs, Collective Impact Forum*

Robert Albright is Director of Programs for the Collective Impact Forum, a field-building partnership between FSG and the Aspen Institute Forum for Community Solutions. Robert leads the Forum's program offerings and coaching support for funders, backbone leaders, and other collective impact practitioners. Robert facilitates the collective impact funder community of practice, which provides a series of in-person and virtual meetings throughout the year for private foundations, community foundations, United Ways, corporate foundations, public sector funders, and other funders. Robert has conducted various workshops and spoken at local, regional, and national convenings on collective impact.

Prior to joining the Collective Impact Forum, Robert worked on several collective impact consulting engagements with FSG, including a collective impact project focused on economic competitiveness in Northeast Ohio and a statewide collective impact effort to transform New York State's juvenile justice system. Robert holds an M.B.A. from Northwestern University's Kellogg School of Management, where he earned the Dean's Distinguished Service Award, and a B.A. in Journalism & Mass Communication from the University of North Carolina, Chapel Hill, where he was the senior class vice president.



Sheri Brady - Associate Director, Aspen Institute Forum for Community Solutions

Sheri Brady is the Associate Director for Strategic Partnerships at Aspen Forum for Community Solutions. Prior to joining the Aspen Institute Sheri served as a Senior Policy Fellow at Voices for America's Children. In that role, Sheri helped Voices members strengthen their advocacy support and expand state-level efforts to address the needs of at-risk children. She accomplished this by delivering technical assistance and training to member organizations on various aspects of advocacy strategy including planning, implementation and evaluation, as well as developing capacity building and learning opportunities for members. In addition, she managed a policy portfolio on child welfare while providing internal consultation and management on a variety of policy issues.

She was previously the Director of Policy at the W.K. Kellogg Foundation, where she provided foundation-wide leadership and consultation on policy and advocacy grantmaking, working across programming units to develop policy funding priorities and make connections that supported the larger organizational mission. In this role, she built public and political support for the Foundation's programs and initiatives with internal and external stakeholders and provided capacity building activities and tools for grantees including training and consulting, while managing a portfolio of strategic grants aimed at strengthening and supporting the foundation's policy goals. Her prior work also includes serving as Director of Policy at the National Council of Nonprofits and Program Director at the Center for Policy Alternatives. Sheri received her bachelor's degree in political science from Wheaton College in Norton, MA and her law degree from the University of California at Berkeley.



Terri Akey - Director, ORS Impact

Passion for creating just and equitable social systems is the driving force for why Terri engages in work each day, believing that evaluative thinking and access to high-quality, relevant evidence has the power to hold system leaders accountable, advocate for equitable policies, remove barriers, and help organizations change their practices to meet the needs of children, families and communities. She specializes in collaborative approaches to research and evaluation, working side-by-side with community, philanthropic, and education partners to obtain and use actionable evidence to define and achieve success and create access to opportunities and capacity to reach those success goals. Her approach relies on trained judgment, the flexible application of a variety of evaluation tools, deep knowledge of the political context, and strong trust with key stakeholders to address complex social challenges.

Terri is a former community organizer, counselor, teacher, professor and district administrator. She holds an undergraduate degree in sociology and community planning, and two masters degrees—one in community counseling and one in school psychology. She earned her doctorate in Research Methods and Lifespan Developmental Psychology at the University of Kansas in 1995. She has served on the boards of numerous youth-serving non-profit organizations and on state and national task forces related to education policy and educational equity issues.

In her non-work time, she enjoys spending time with her family, enjoying the fantastic art created by her talented husband and daughter, listening to music, engaging in all forms of photography, attending the theater and art museums, cooking, reading, and exploring the Pacific Northwest. She's also a diehard college basketball fan, rooting for her beloved Jayhawks.



Veronica Borgonovi - *Director of Diversity, Equity, and Inclusion, FSG*

With over 10 years of for-profit and social sector consulting experience, Veronica brings strong skills in research, strategy development, learning and evaluation, and change management to a variety of clients at FSG. Veronica has served FSG clients within the community philanthropy, education, health, and environment sectors. Recent projects include working with The Rockefeller Foundation to research shared value in emerging markets and with UN Women evaluating gender-responsive budgeting. Veronica has co-authored several FSG research papers, including *Creating Shared Value in India*, for which she was the lead author.