

**COLLABORATIVE FRAMEWORKS AND TOOLS**

# The Stakeholder Engagement Process



## Current State Map Examples



SEE:



SHOW:


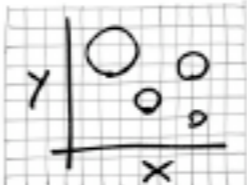
Who / What  → Qualitative representation =  Portrait

How much  → Quantitative representation =  Chart

Where  → Position in space =  Map

When  → Position in time =  Timeline

How  → Cause + effect =  Flowchart

Why  → deduction + prediction =  Multiple-variable plot

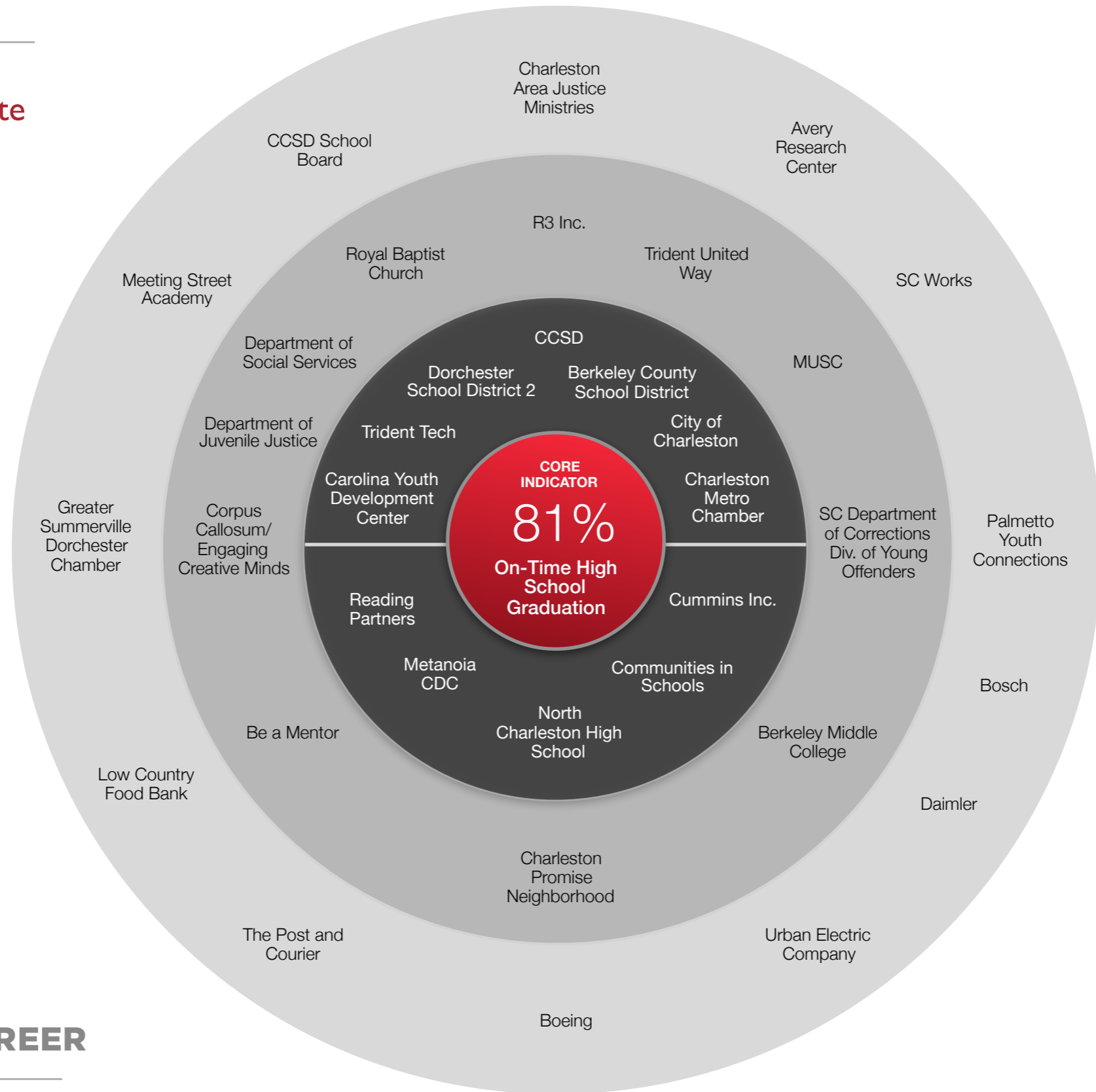
## Six Fundamental Principles of Analytical Design

- 1) Show comparisons, contrasts, differences.
- 2) Show causality, mechanism, explanation, systematic structure.
- 3) Show multivariate data; that is, show more than 1 or 2 variables.
- 4) Completely integrate words, numbers, images, diagrams.
- 5) Thoroughly describe the evidence. Provide a detailed title, indicate the authors and sponsors, document the data sources, show complete measurement scales, point out relevant issues.
- 6) Analytical presentations ultimately stand or fall depending on the quality, relevance, and integrity of their content.

*Source:* Edward Tufte

# Stakeholder Maps

# High School Graduation Rate



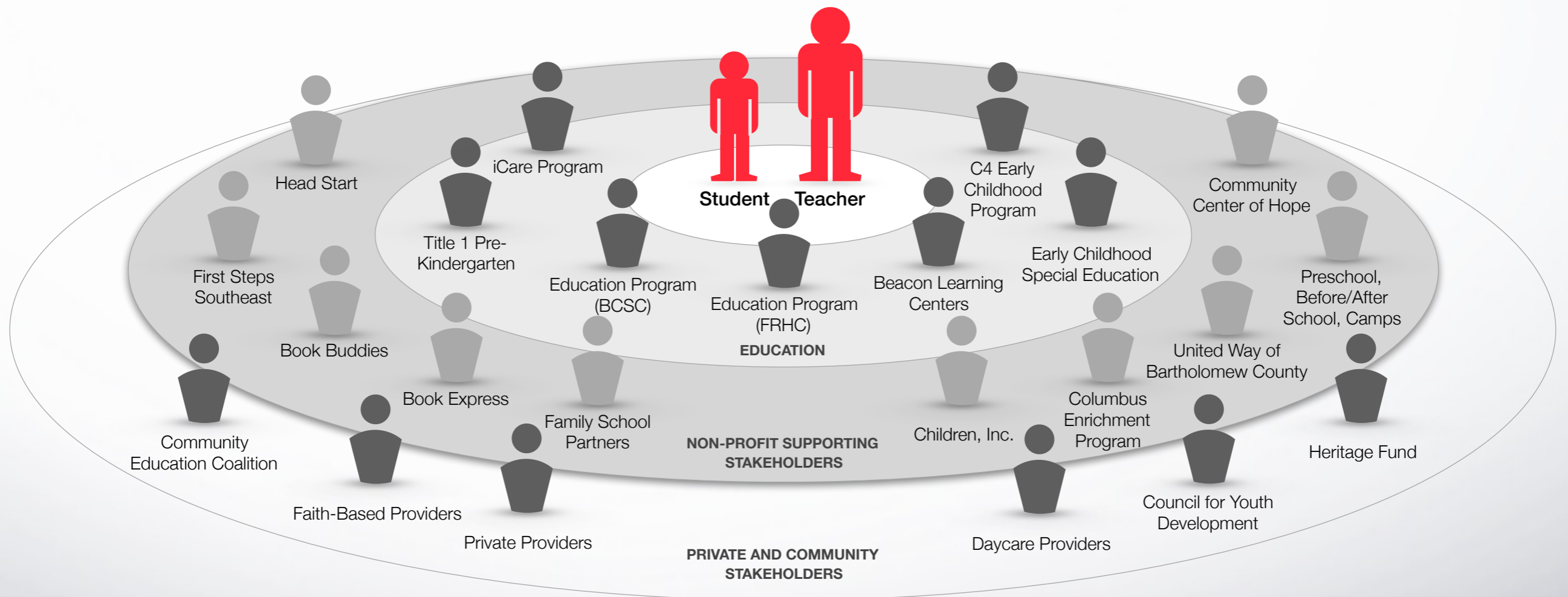
- Primary
- Secondary
- Supporting



## STAKEHOLDER MAP

**THE STAKEHOLDER MAP**

# Early Childhood Education in Bartholomew County

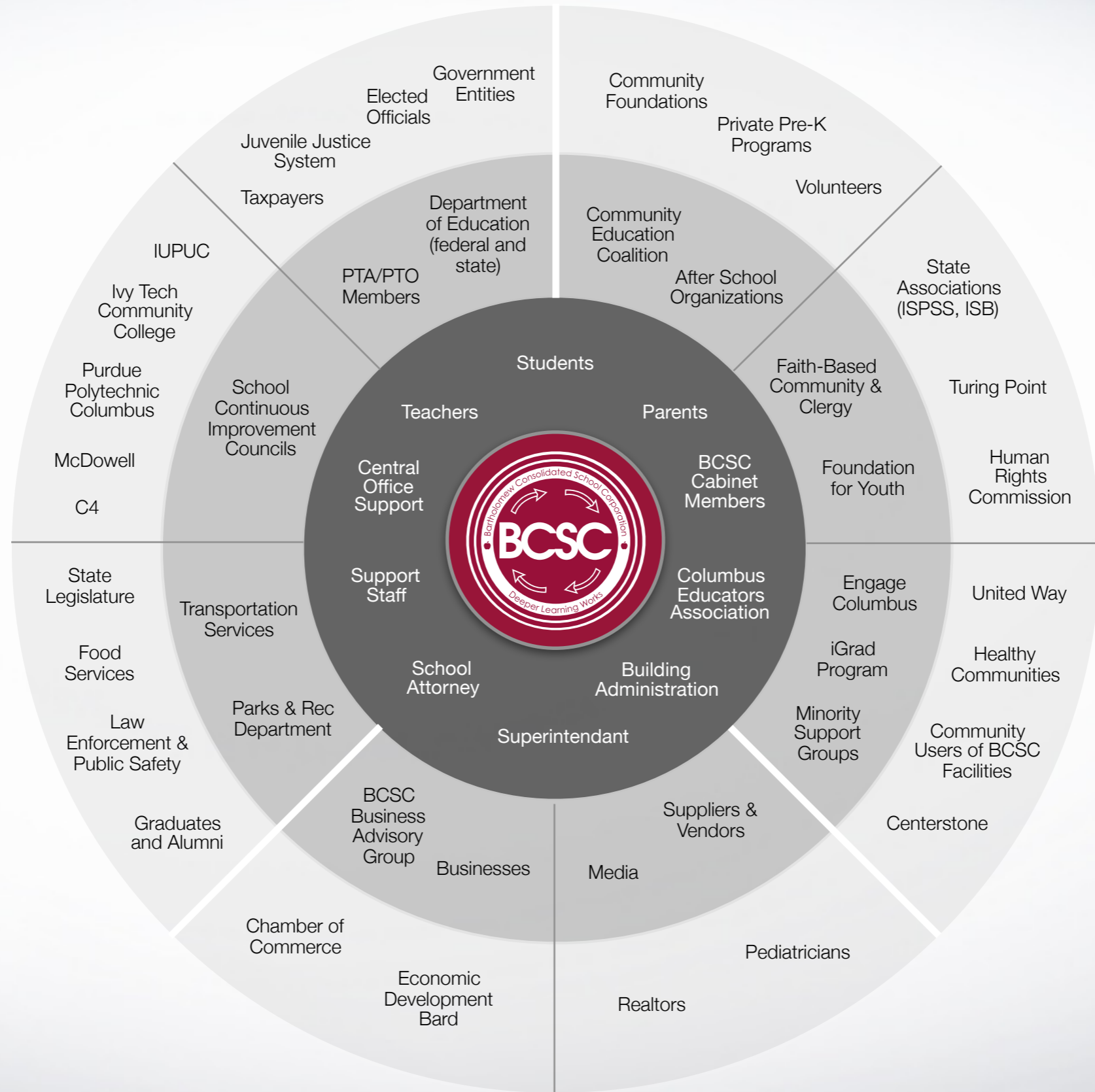


# Stakeholder Map

BCSC School Board  
Version Date: 10/1/2015

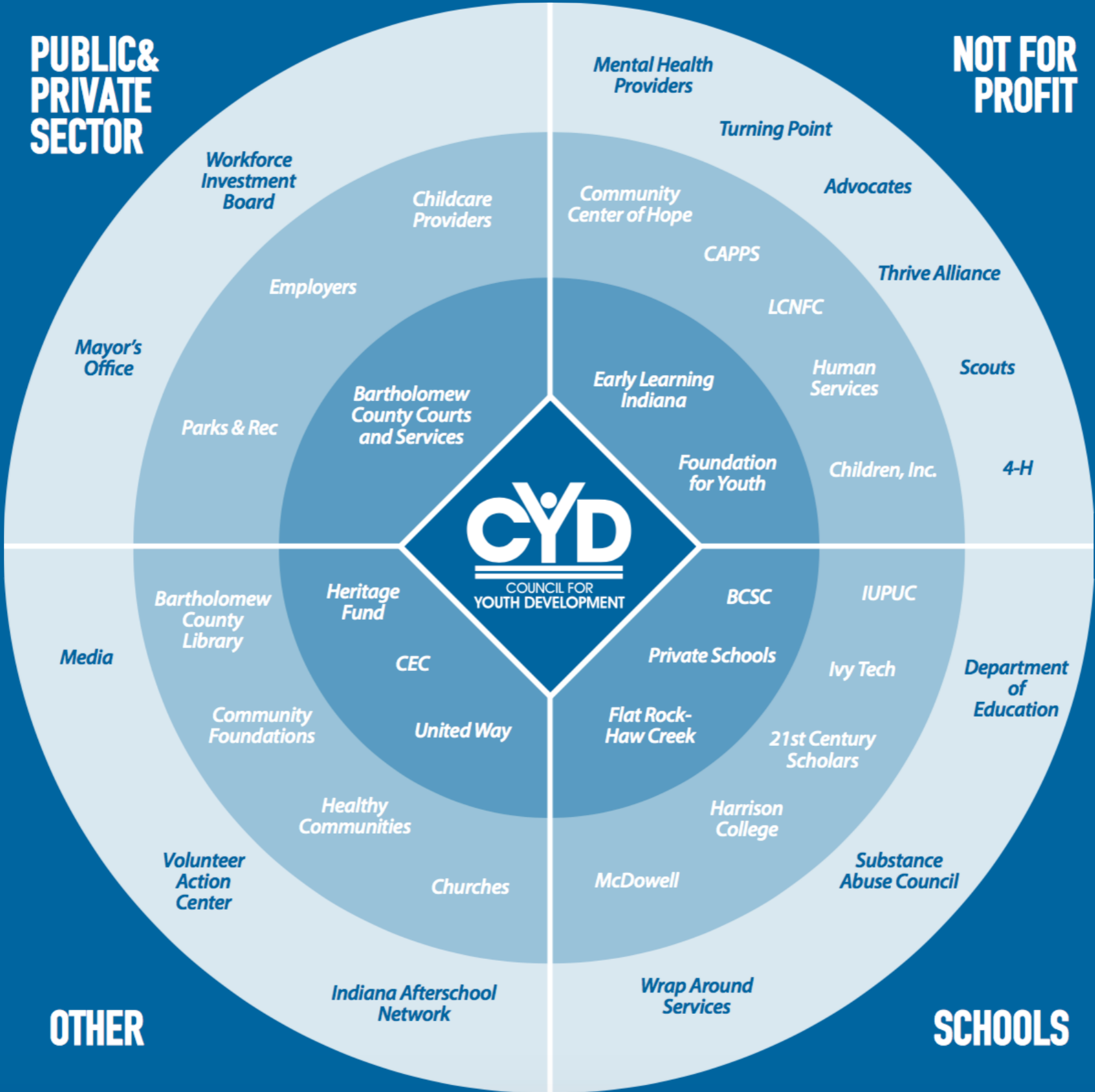
## Public Sector

## Social Sector



## Private Sector

- Primary
- Secondary
- Supporting







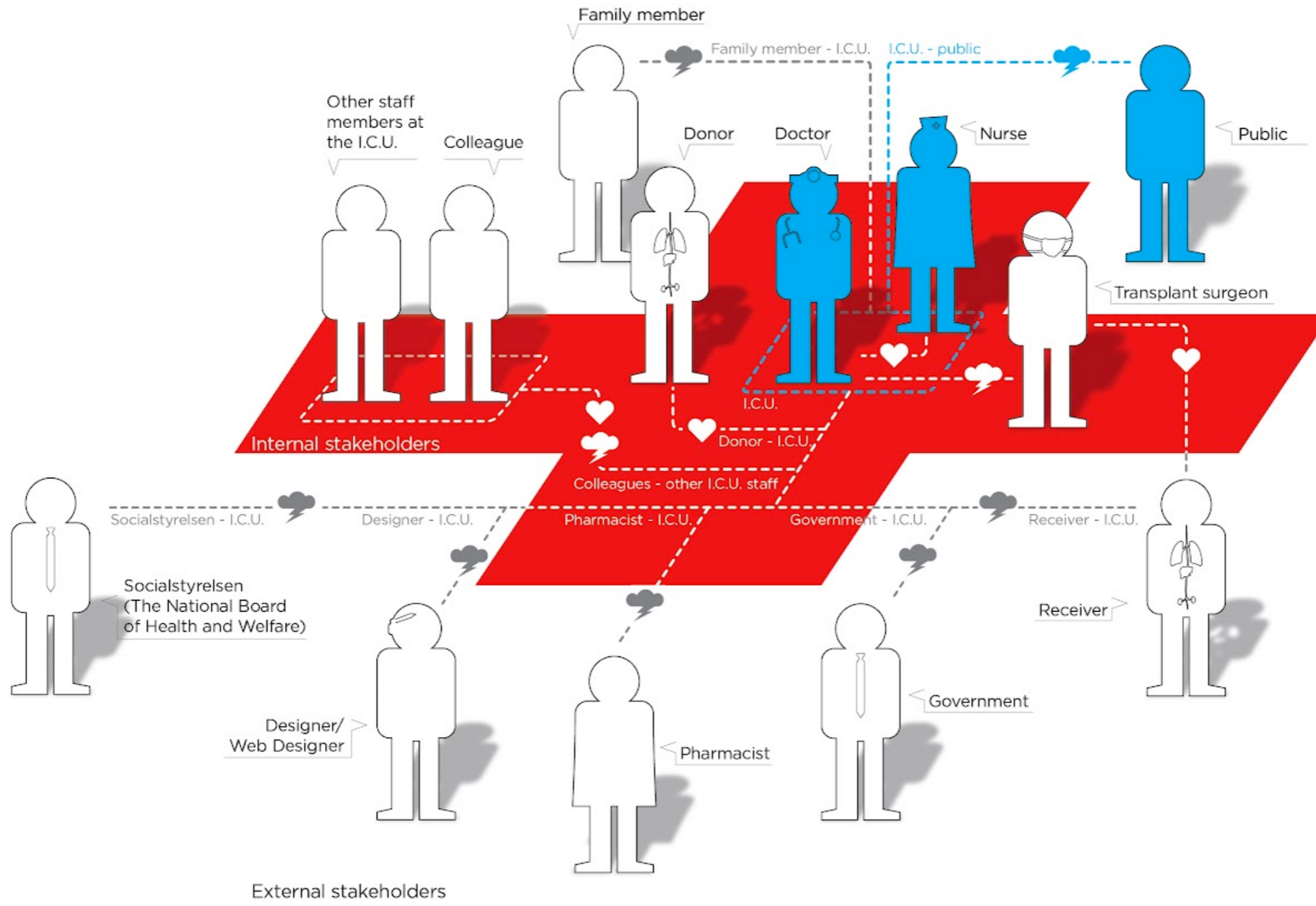
# Stakeholder map

Example: Mauritania stakeholder map

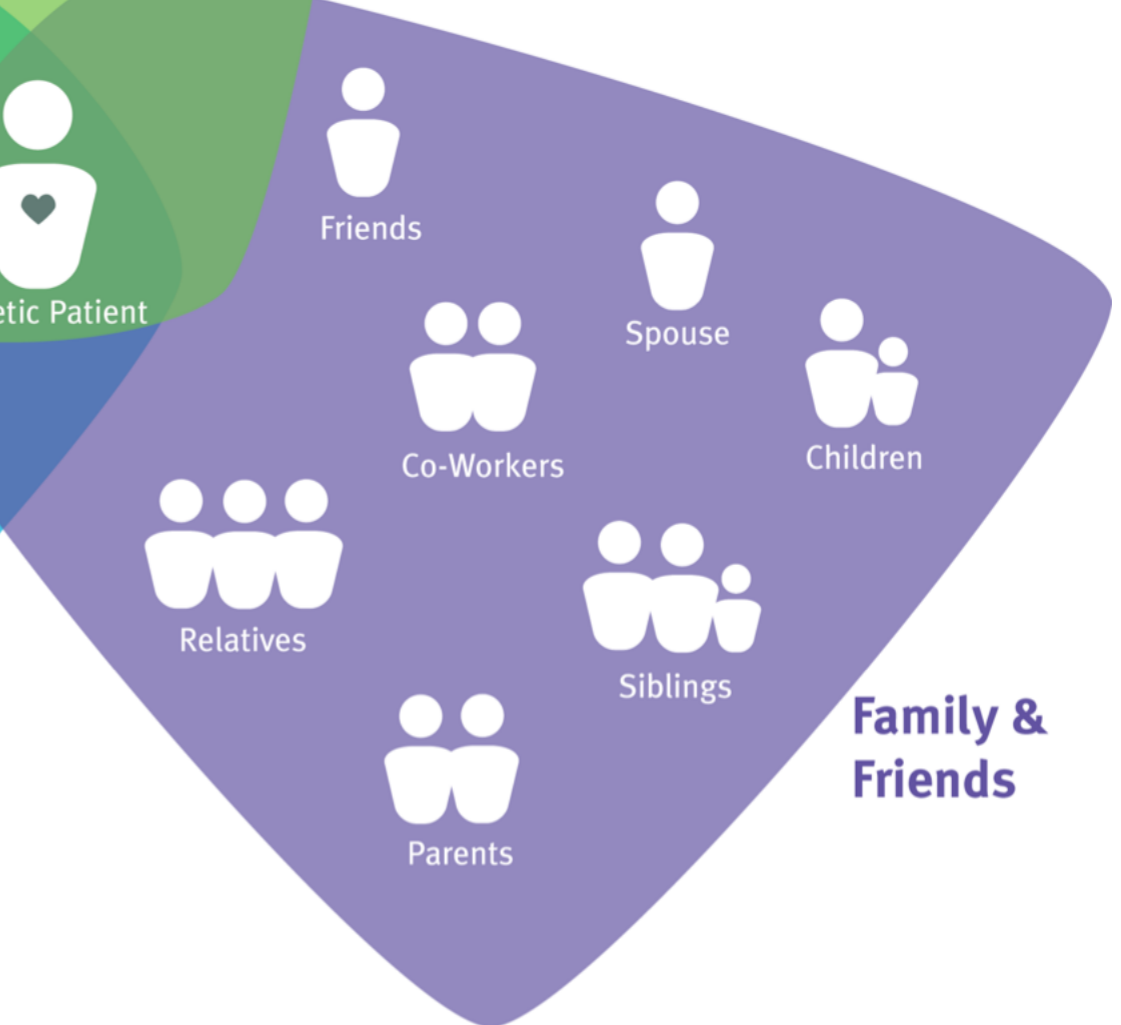
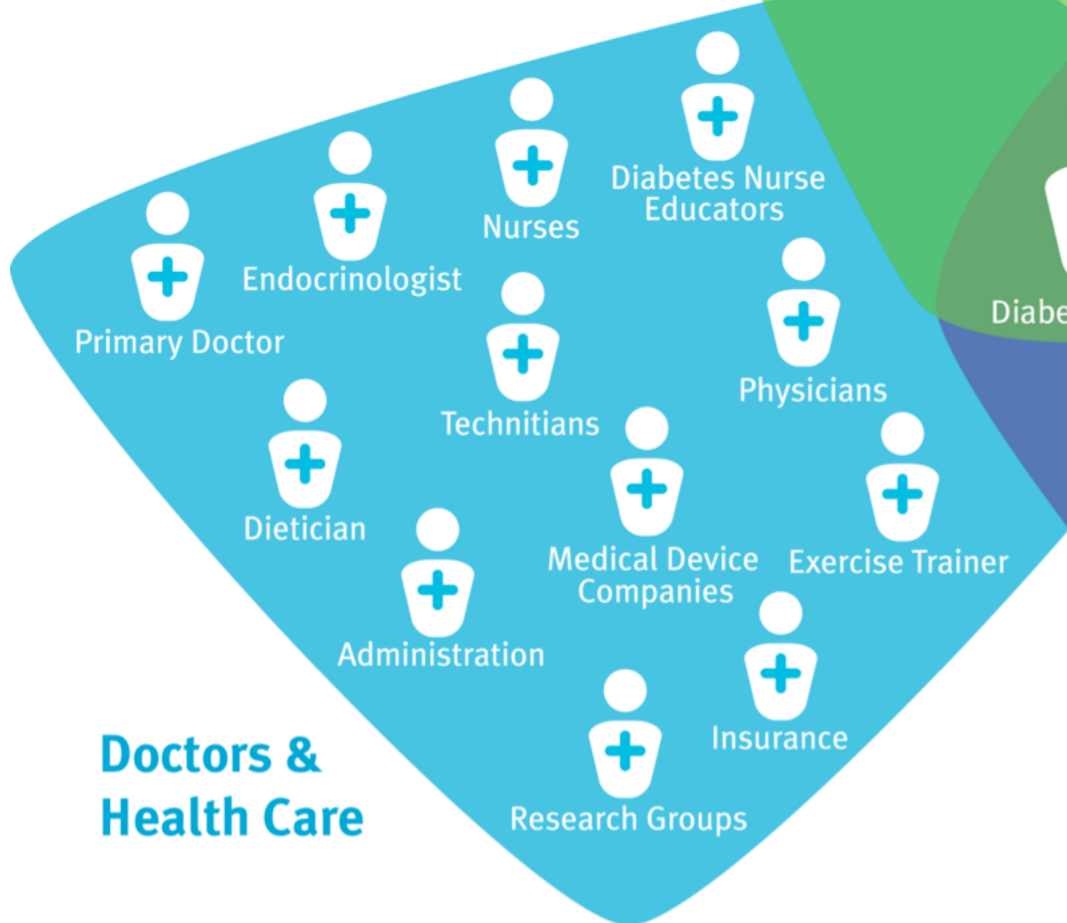
	Treatment Interventions				Preventative Interventions						
	Suppl. feeding	Therapeutic Feeding	Zinc	ITN IPTp	Breastfeeding Vit. A, Deworming	Breastfeeding Compl. feeding Iodine	Iodine	Fortif.: Iron, Folic Acid, Zinc	Breastfeeding Compl. feeding Iodine Iron suppl. Handwashing Iodine	Full Package	Home- stead food prod- uction
Donor	USAID, Italy	Own funds	Ireland, OFDA, ECHO, CERF, Them. Fund, UNICEF	None yet	Global Fund, BID, OMVS	CIDA, UNOCHA/CERF, Ireland, Humanitarian Thematic Fund, United Kingdom, MI, UNICEF Set-aside fund		None yet	World Bank	Various incl. UNICEF	Spanish consumer
Catalyst	Counter-part, Ital. Coop.	WFP	UNICEF		UNICEF			World Bank		Various incl. UNICEF	FAO, WFP
Govt implementer	CSA	CSA	Ministry of Health				Min. of Commerce	Min. of Industry	Ministry of Social Affairs	INGO	Min. rural dev & CSA
Field Coordinator	NGO / INGO	NGO / INGO	Health System			EPS	Agents	Technicians			FAO, WFP
Delivery Channel	CRENAM /CAC	CRENAM	CRENI, CRENAS	Hospitals, Centres and Postes de Santé	Mass Campaigns	Mass Media	Private sector	CNC			Community-based

Government
  Treatment
  Educational component
  Physical component
  Physical and educational components
  Other actor

# Focus area

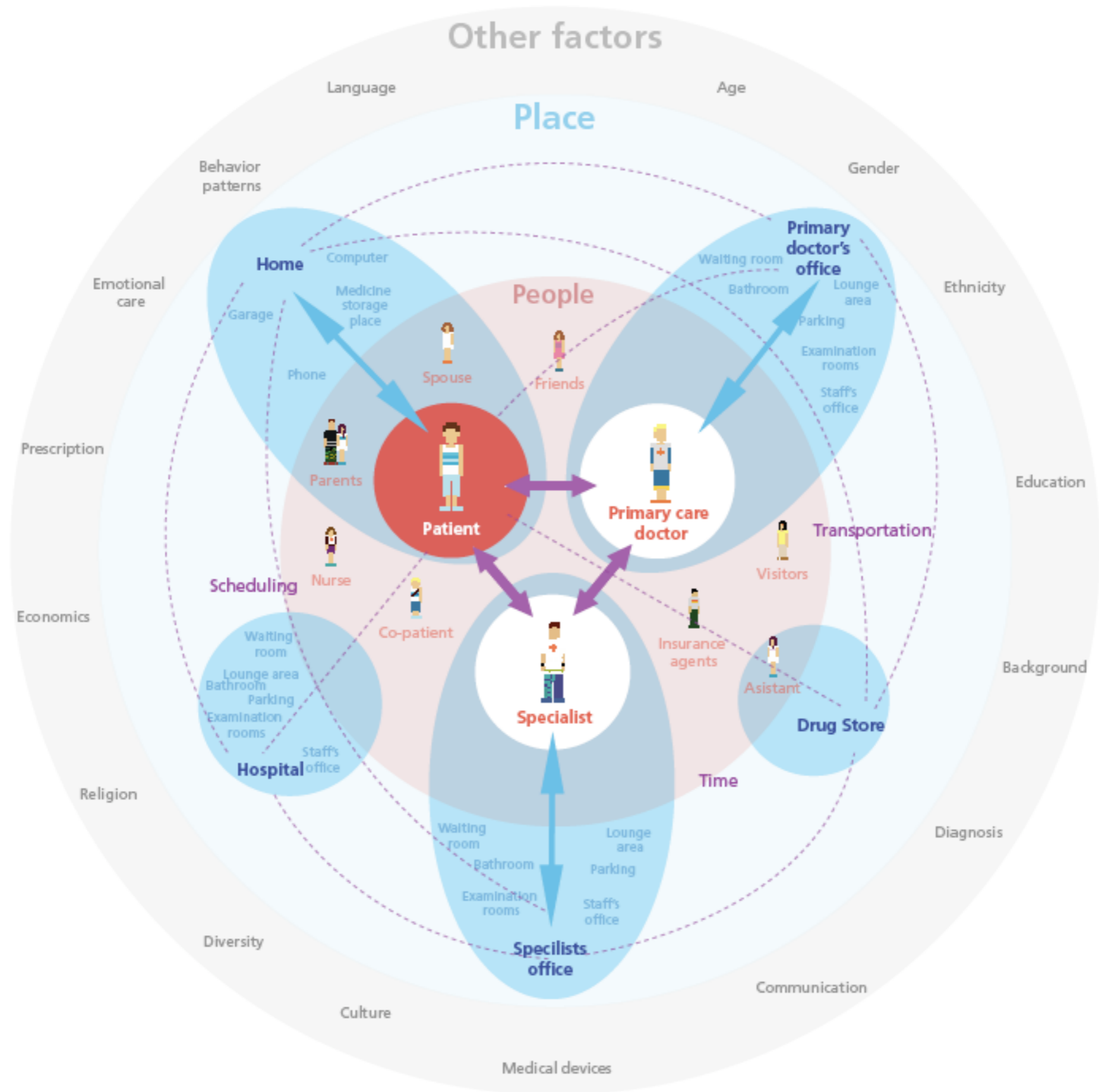


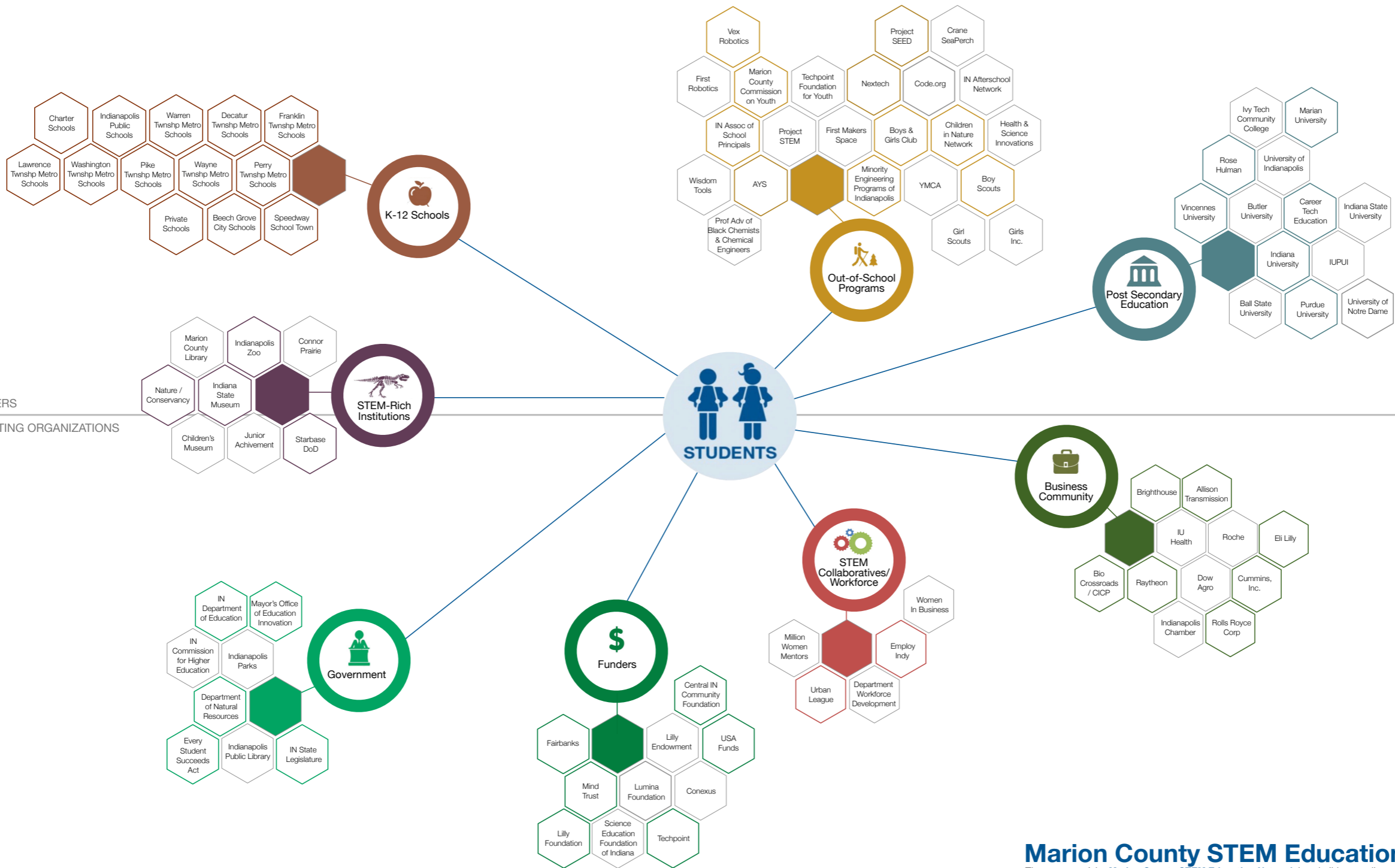
## Support Groups



**Doctors & Health Care**

**Family & Friends**

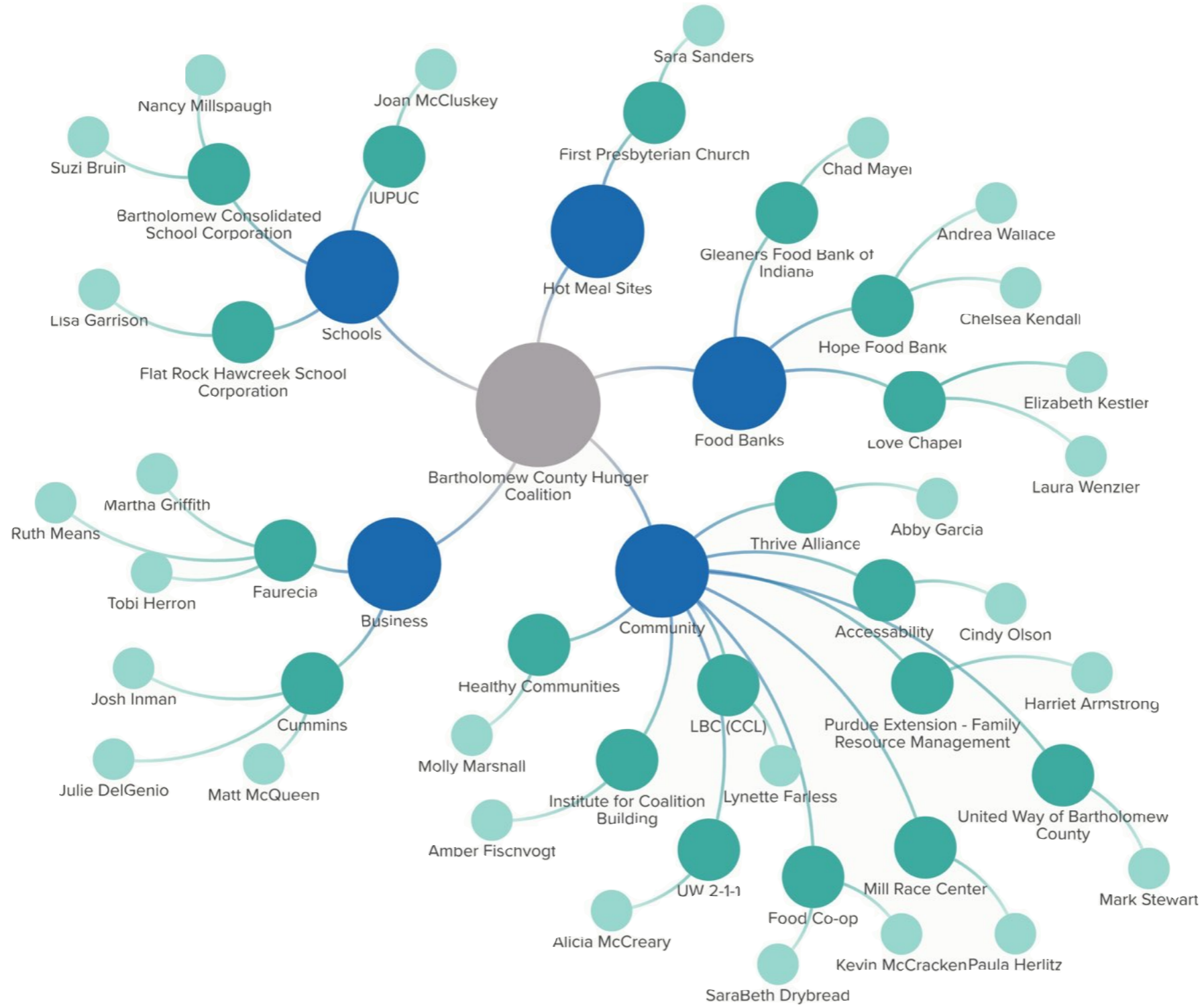


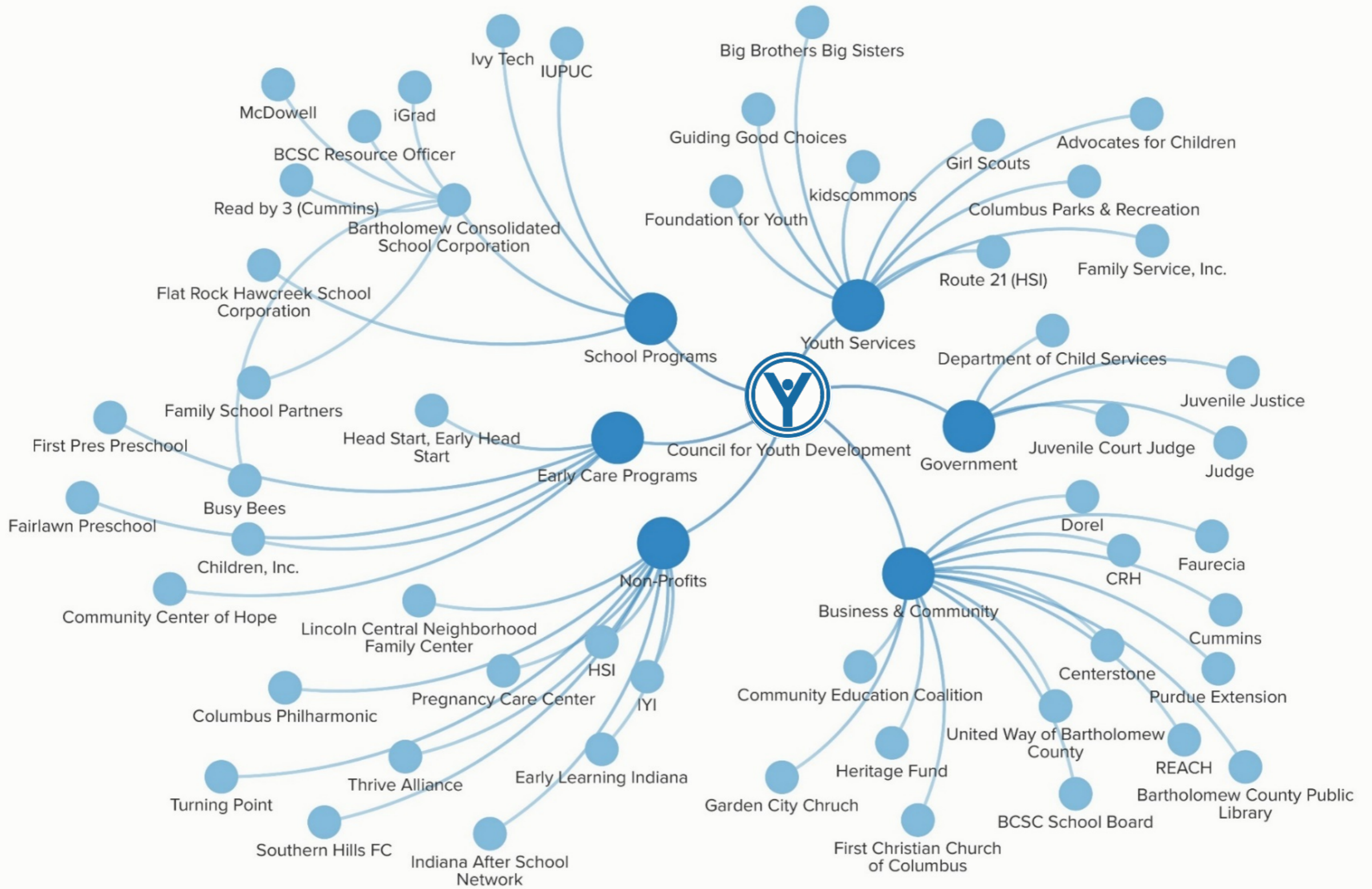


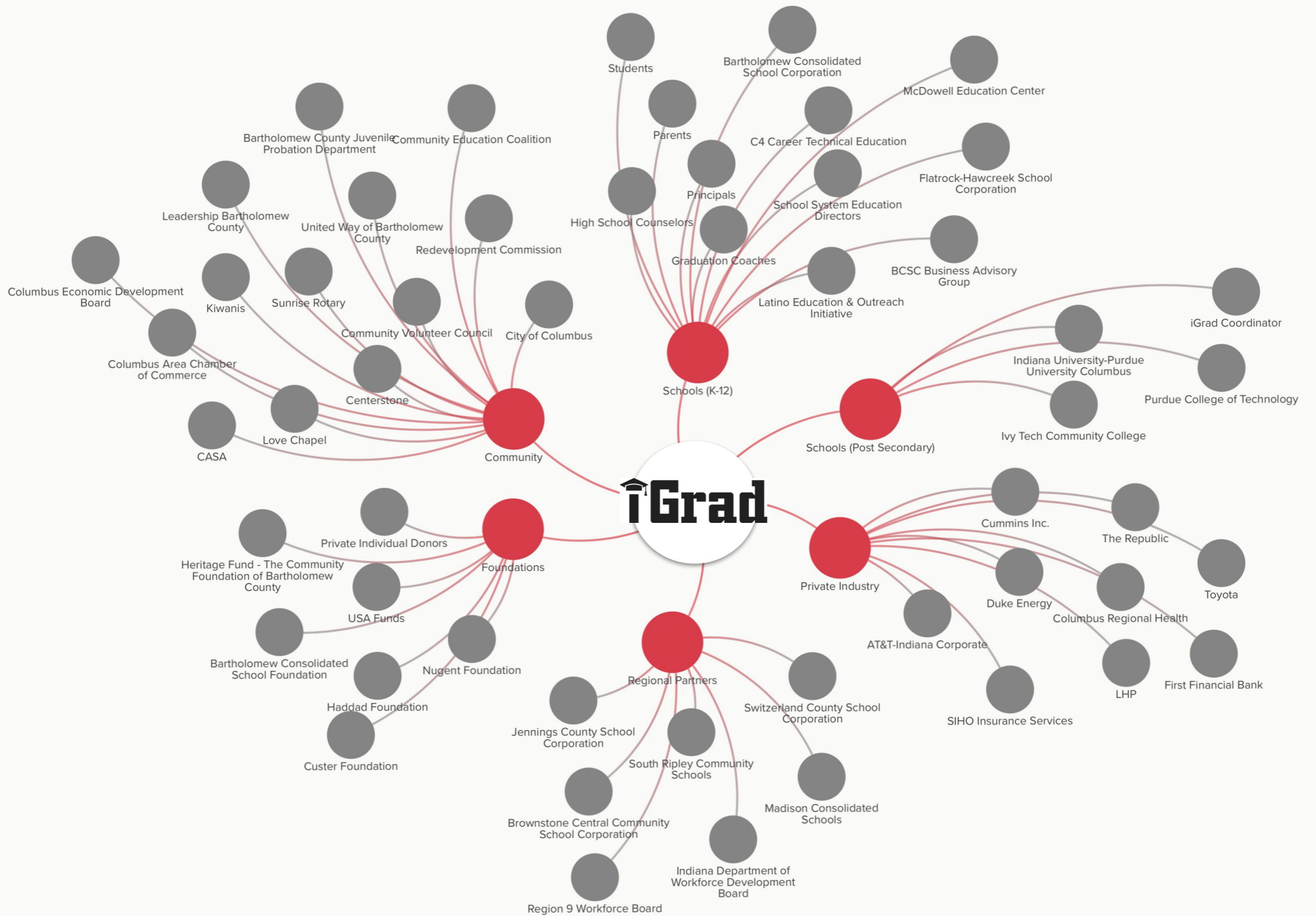
PROVIDERS  
SUPPORTING ORGANIZATIONS

Organizations

**Marion County STEM Education Network**  
The purpose of the Marion County STEM Education Network is to build a coordinated and aligned network of support to prepare Marion County K-12 students with STEM skills to succeed in education, careers, and life.



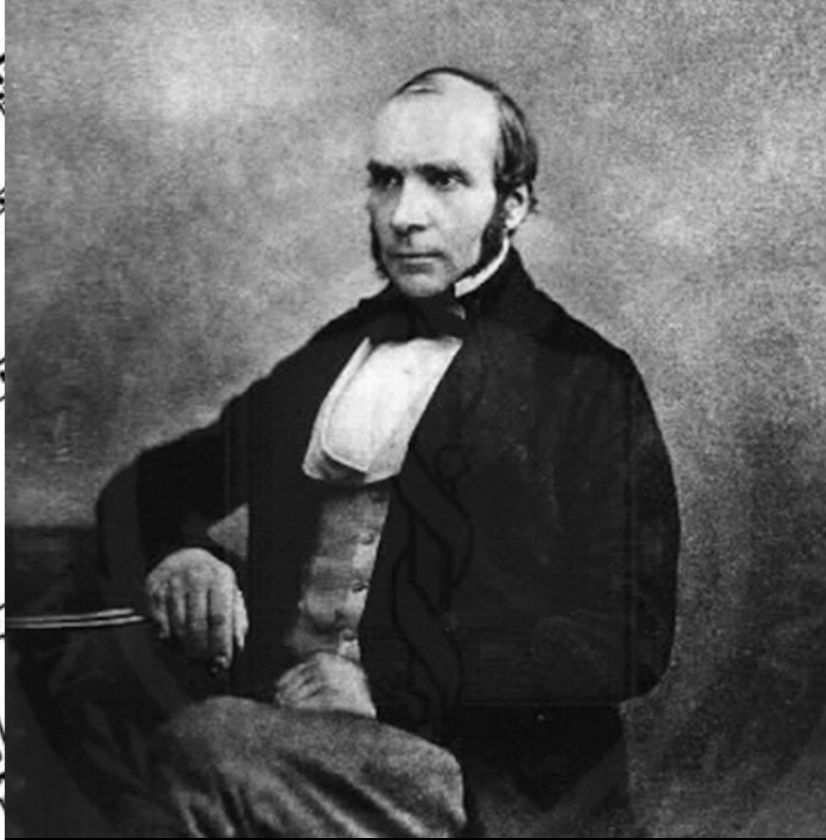








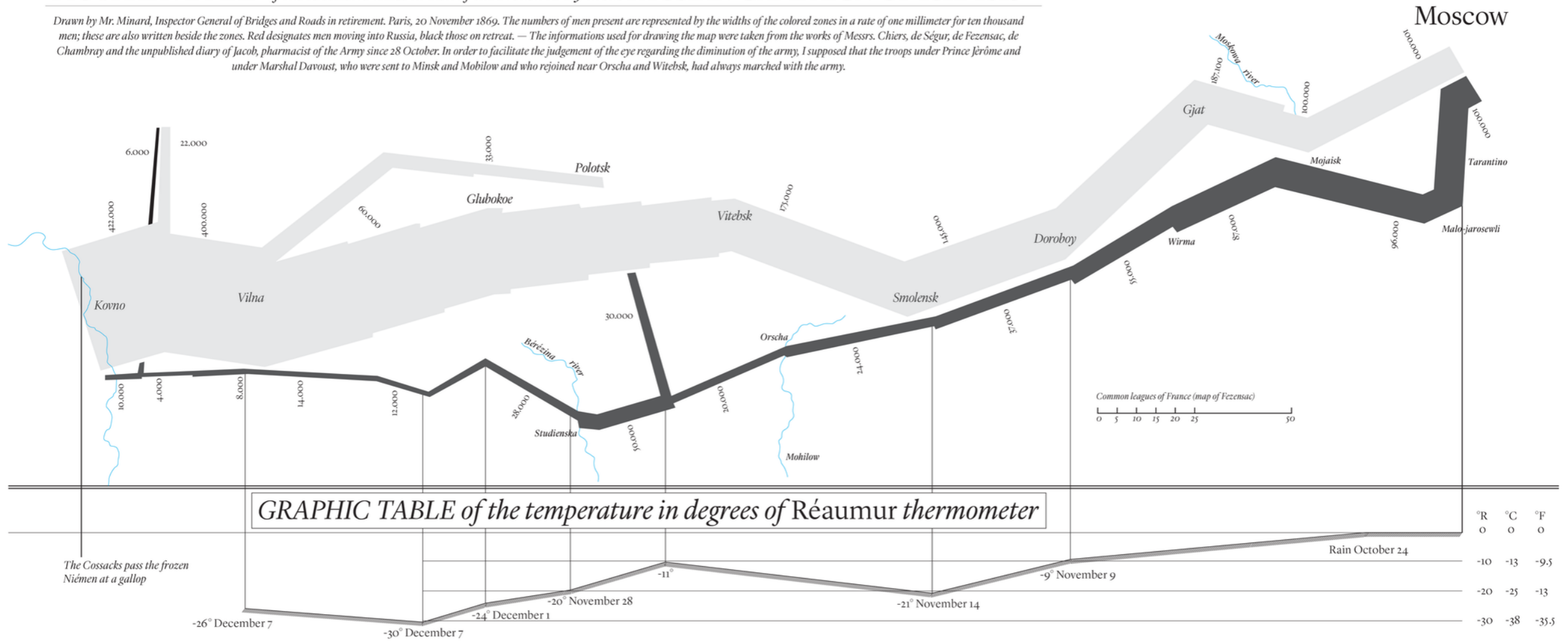
# Geographic Data Maps



Dr. John Snow  
1854 Broad Street cholera outbreak

## FIGURATIVE MAP of the successive losses in men of the French Army in the RUSSIAN CAMPAIGN OF 1812-1813

Drawn by Mr. Minard, Inspector General of Bridges and Roads in retirement, Paris, 20 November 1869. The numbers of men present are represented by the widths of the colored zones in a rate of one millimeter for ten thousand men; these are also written beside the zones. Red designates men moving into Russia, black those on retreat. — The informations used for drawing the map were taken from the works of Messrs. Chiers, de Ségur, de Fezensac, de Chambray and the unpublished diary of Jacob, pharmacist of the Army since 28 October. In order to facilitate the judgement of the eye regarding the diminution of the army, I supposed that the troops under Prince Jérôme and under Marshal Davoust, who were sent to Minsk and Mobilow and who rejoined near Orscha and Witebsk, had always marched with the army.

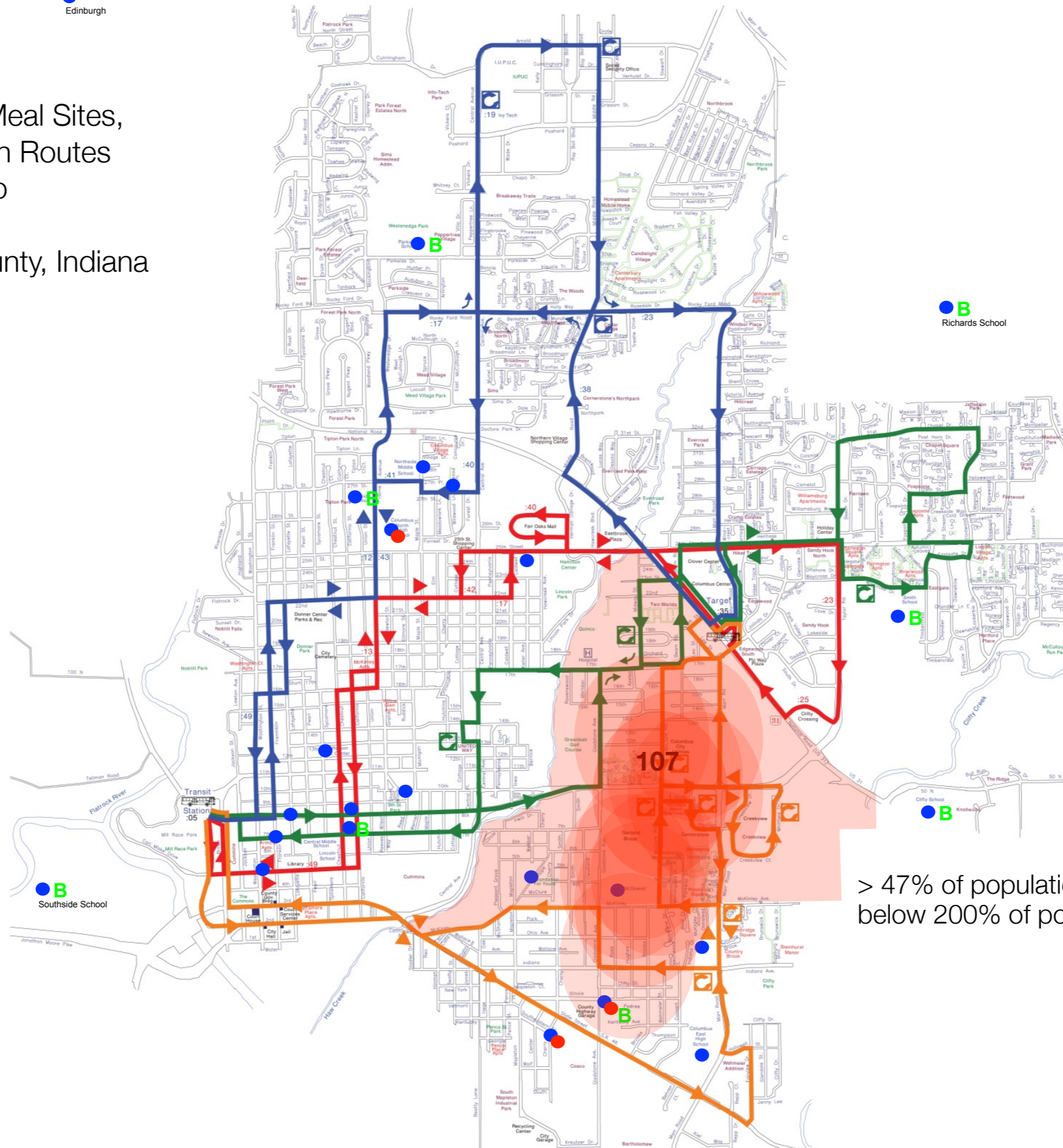


●  
Edinburgh

# Food Bank, Hot Meal Sites, and Transportation Routes Current State Map

## Bartholomew County, Indiana

●  
Hope



> 47% of population  
below 200% of poverty

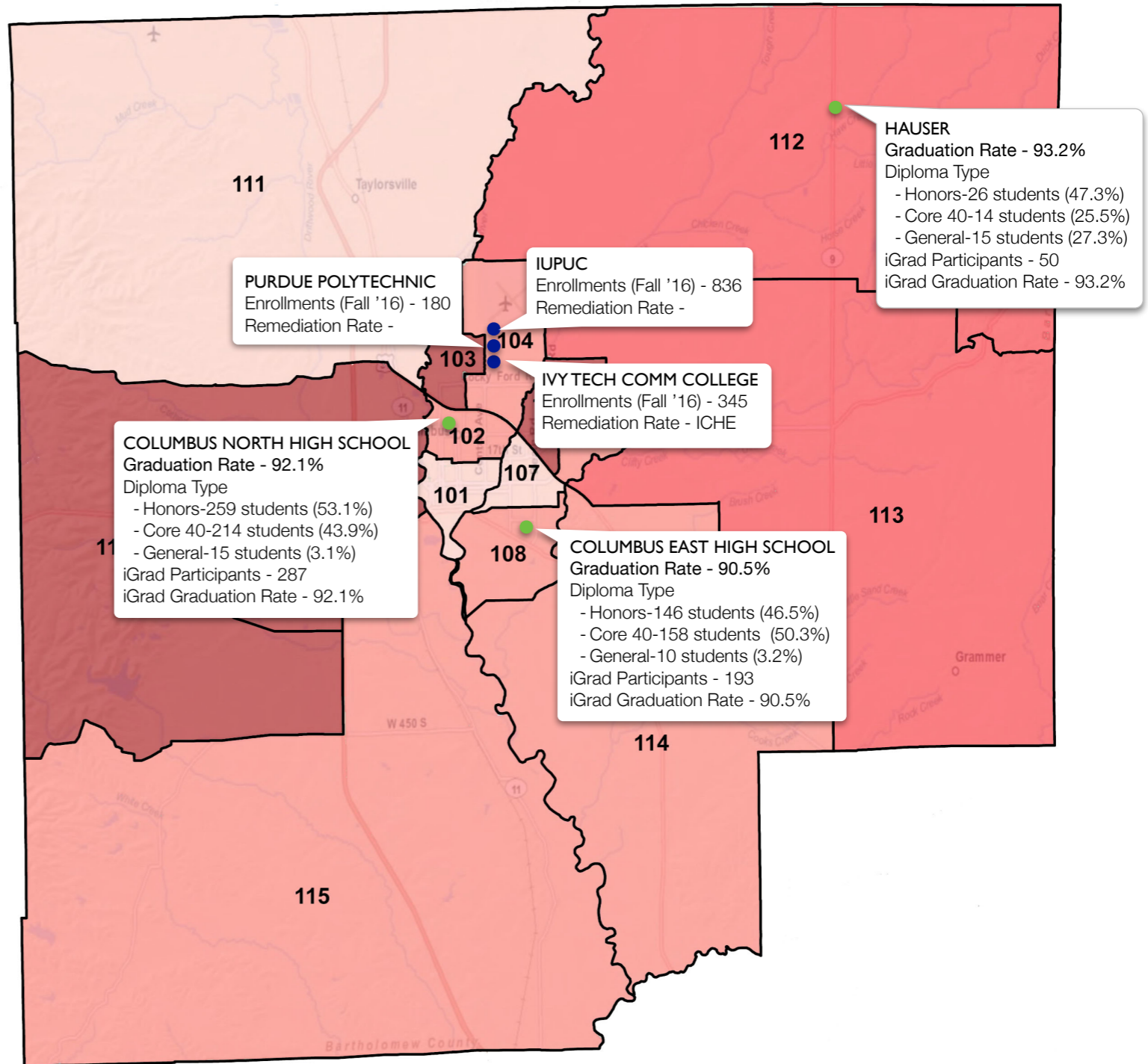
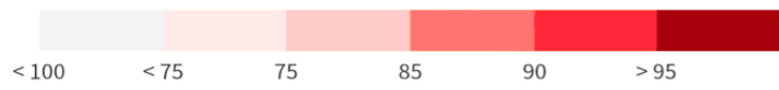


Select a Measure  
**High school graduate or more**

Show by  
**Census Tract**

**Bartholomew County, Indiana**

Population 25 Years and over	52,208
Population 25 Years and over: High School Graduate or more (includes equivalency)	46,520 (89.1%)





**Columbus, Indiana  
Bartholomew County**



# Approved On My Way Pre-K Programs & Children with Grants vs. Concentration of CCDF Children

## Marion County Indiana

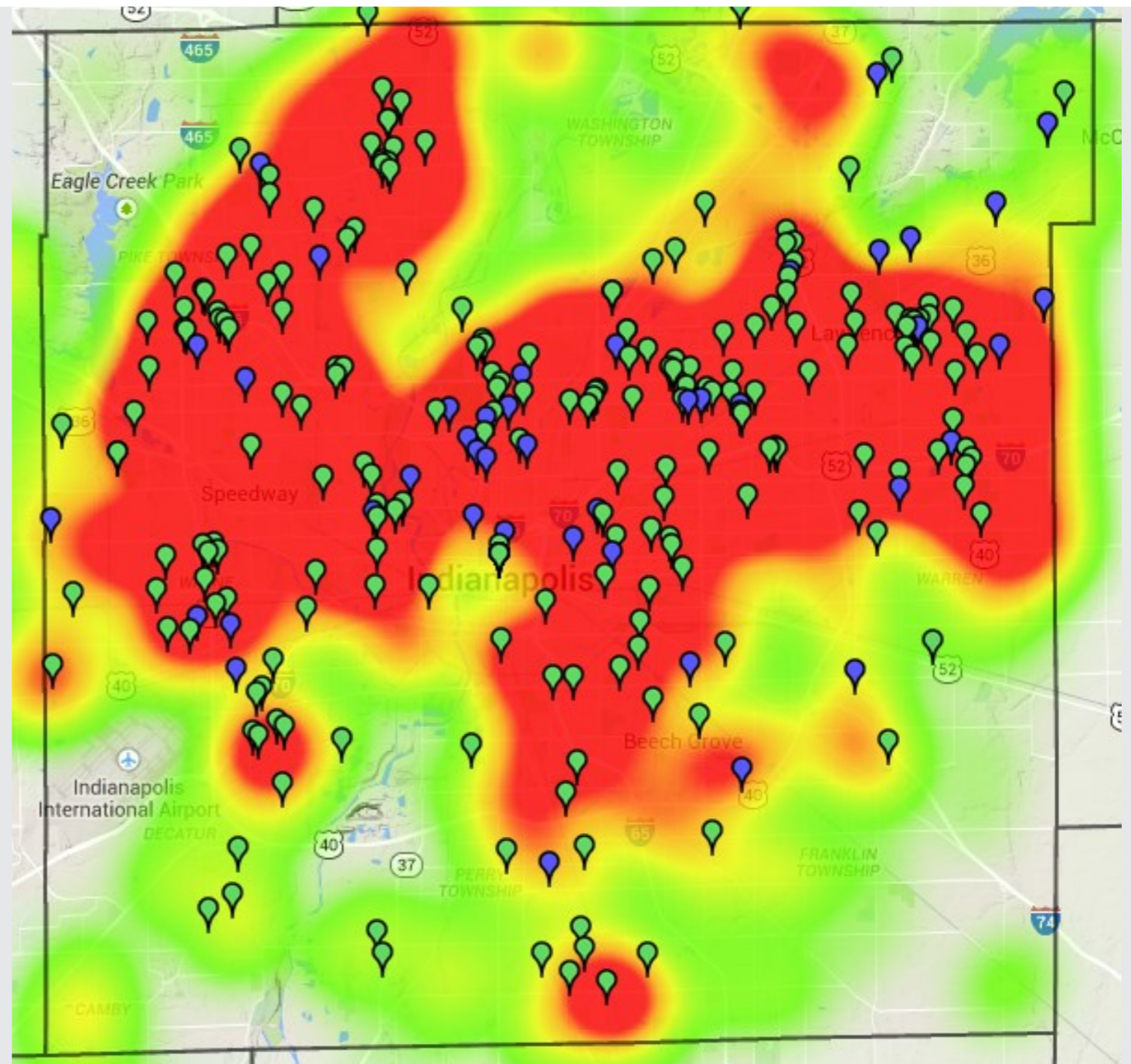
### Map Key

-  Approved On My Way Pre-K Programs: 43 Total
-  Children with On My Way Pre-K Grant: 216 Total

### Concentration of CCDF Children



Created on: 12/18/2014



For more information, please contact [datahelp@iaccrr.org](mailto:datahelp@iaccrr.org)

3901 N. Meridian Street, Suite 200 | Indianapolis, IN 46208  
phone (317) 924-5202 | fax (317) 924-5102 | toll-free (800) 299-1627  
[www.iaccrr.org](http://www.iaccrr.org)

I A C C R R  
indiana association for child care  
resource & referral  
building networks to support families, providers and communities







## Map of Philadelphia with percent of all residential addresses that were vacant in the first quarter of 2014.

### Percent of all residential addresses that were vacant in the first quarter of 2014.

Percent of all residential addresses that were vacant in Quarter 1 (ending in March) of 2014. Percentage calculated as the number of residential addresses that were vacant (seasonal and non-seasonal), divided by the total number of valid postal addresses, including vacant and no-stat addresses. Vacant postal addresses are those where mail has not been collected for at least 90 days, excluding PO Boxes and rural route addresses. Percentages are suppressed in areas where the number of residential addresses that were vacant was greater than the total number of valid residential addresses on record. Percent calculations based on the count of all postal addresses are only available beginning in Q3 2013. Areas where values were suppressed or not provided, and areas where no geographic information could be accurately located on the map are displayed as having Insufficient Data.

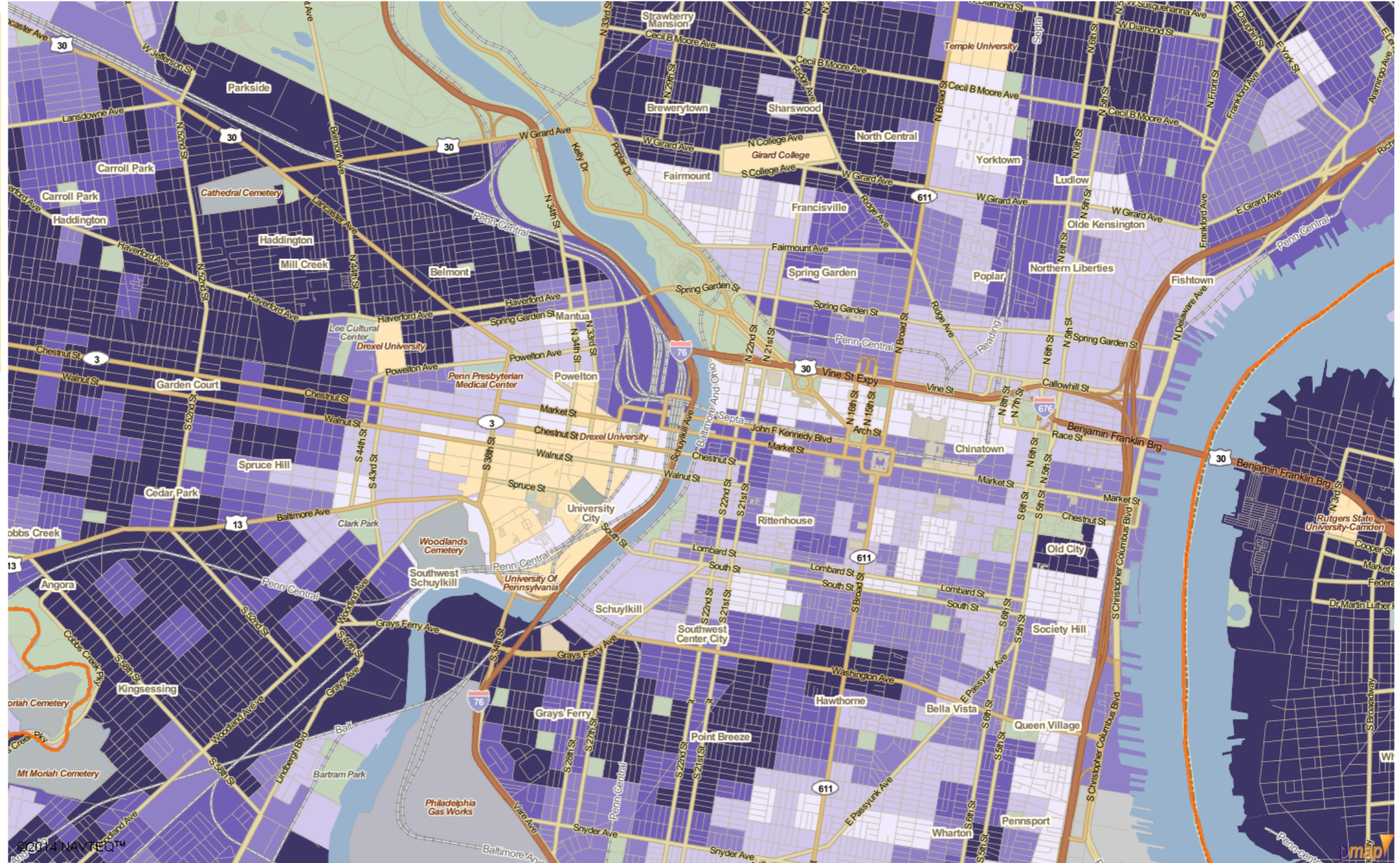
**Legend**

Year  
2014q1

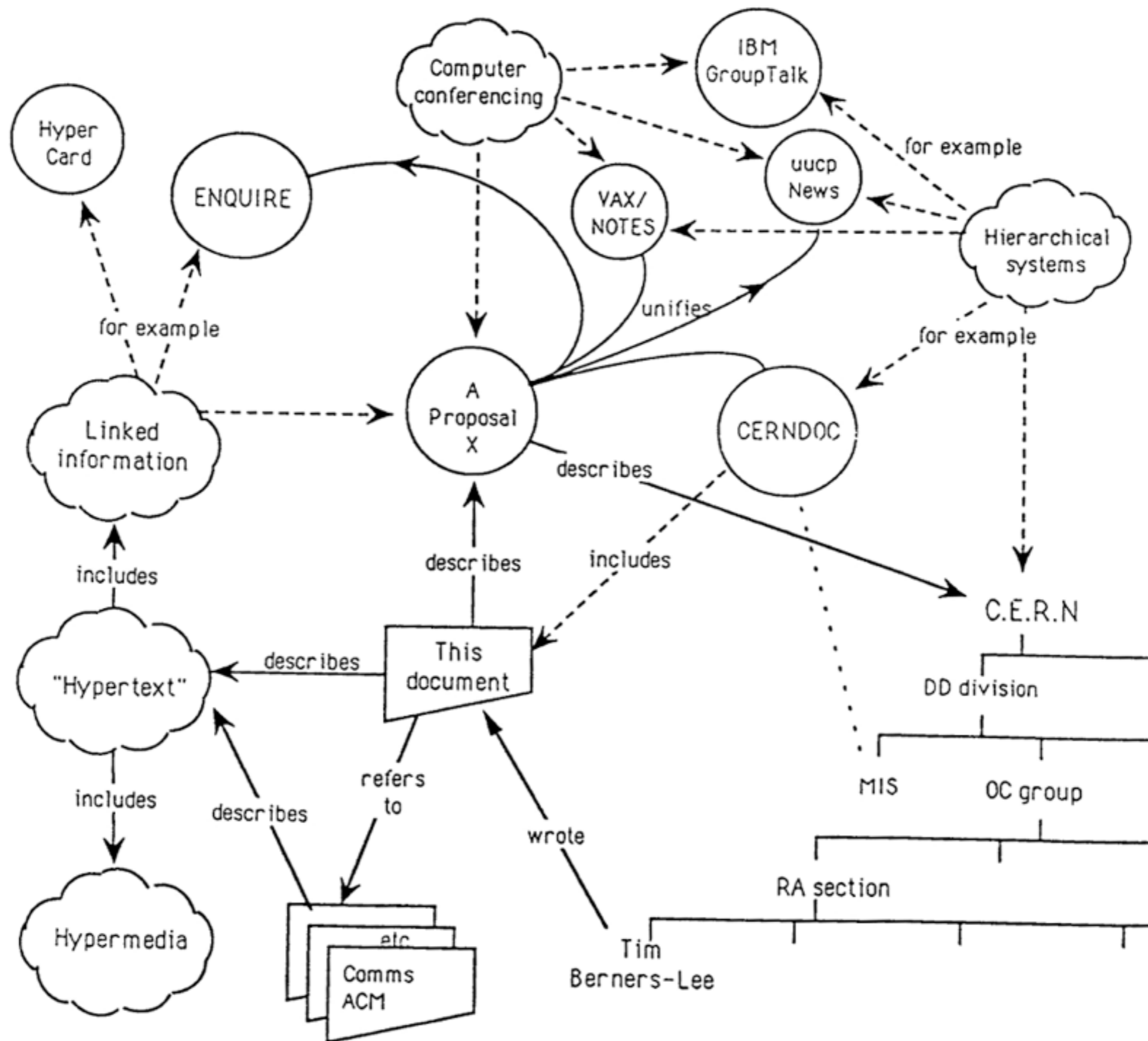
Variable  
% 2

- Insufficient Data
- 1.04% or less
- 1.05% - 2.24%
- 2.25% - 4.11%
- 4.12% - 8.16%
- 8.17% or more

Shaded by: Block Group, 2010  
Source: Valassis Lists



Systems or Network Maps

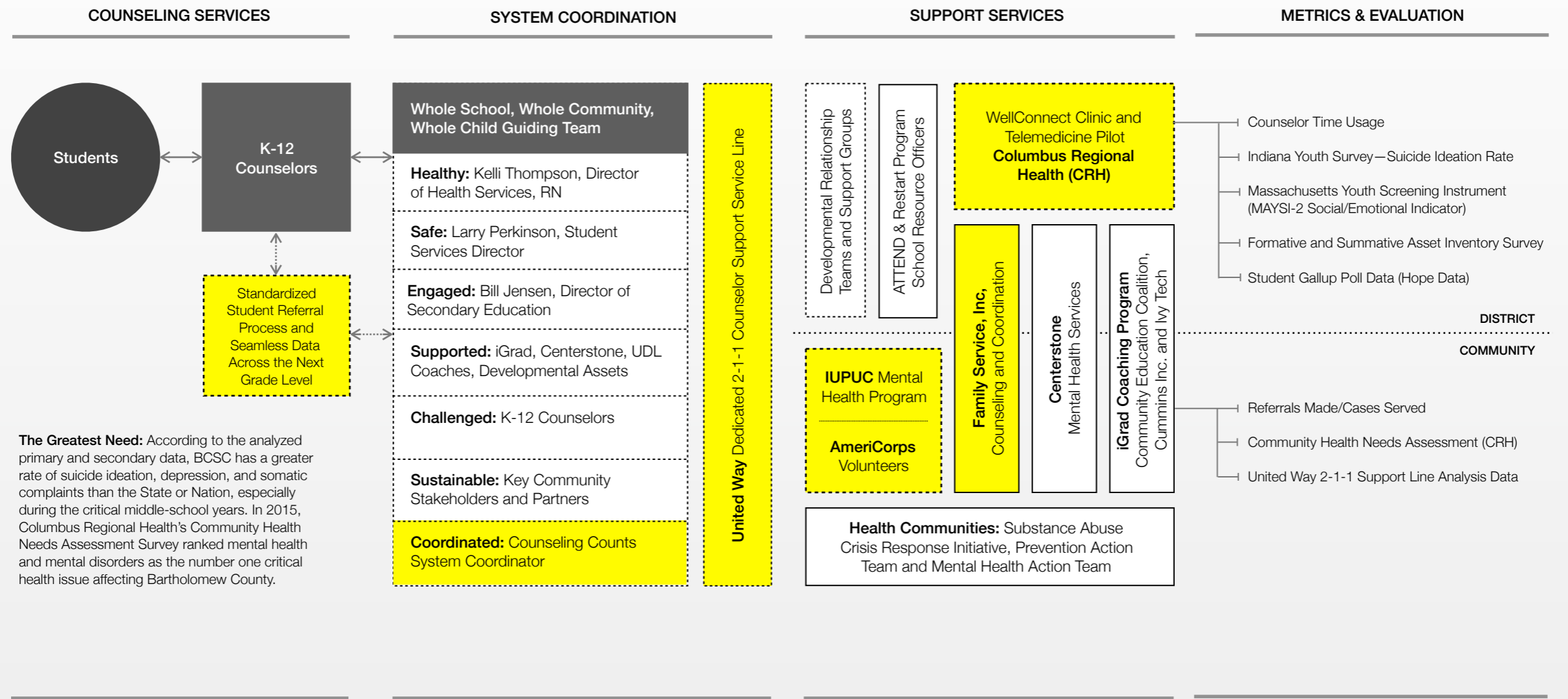


THE FUTURE STATE

# The Mental Health Student Support System

— Existing Practices  
 - - - - New Practices  
 ■ New Investment

The goal of **Bartholomew Consolidated School Corporation (BCSC)** is to develop a holistic, systems approach to addressing the mental health needs of our pre-K to 12th-grade students. The system should create a cross-sector continuum of mental health services that: 1) identifies students with mental health needs, 2) addresses gaps between inpatient and outpatient services, 3) removes barriers that impede mental health wellness, 4) monitors the follow-through of parents and caregivers, and 5) empowers students to discuss their mental health issues and eliminates the stigma around such conversations.



**The Greatest Need:** According to the analyzed primary and secondary data, BCSC has a greater rate of suicide ideation, depression, and somatic complaints than the State or Nation, especially during the critical middle-school years. In 2015, Columbus Regional Health’s Community Health Needs Assessment Survey ranked mental health and mental disorders as the number one critical health issue affecting Bartholomew County.

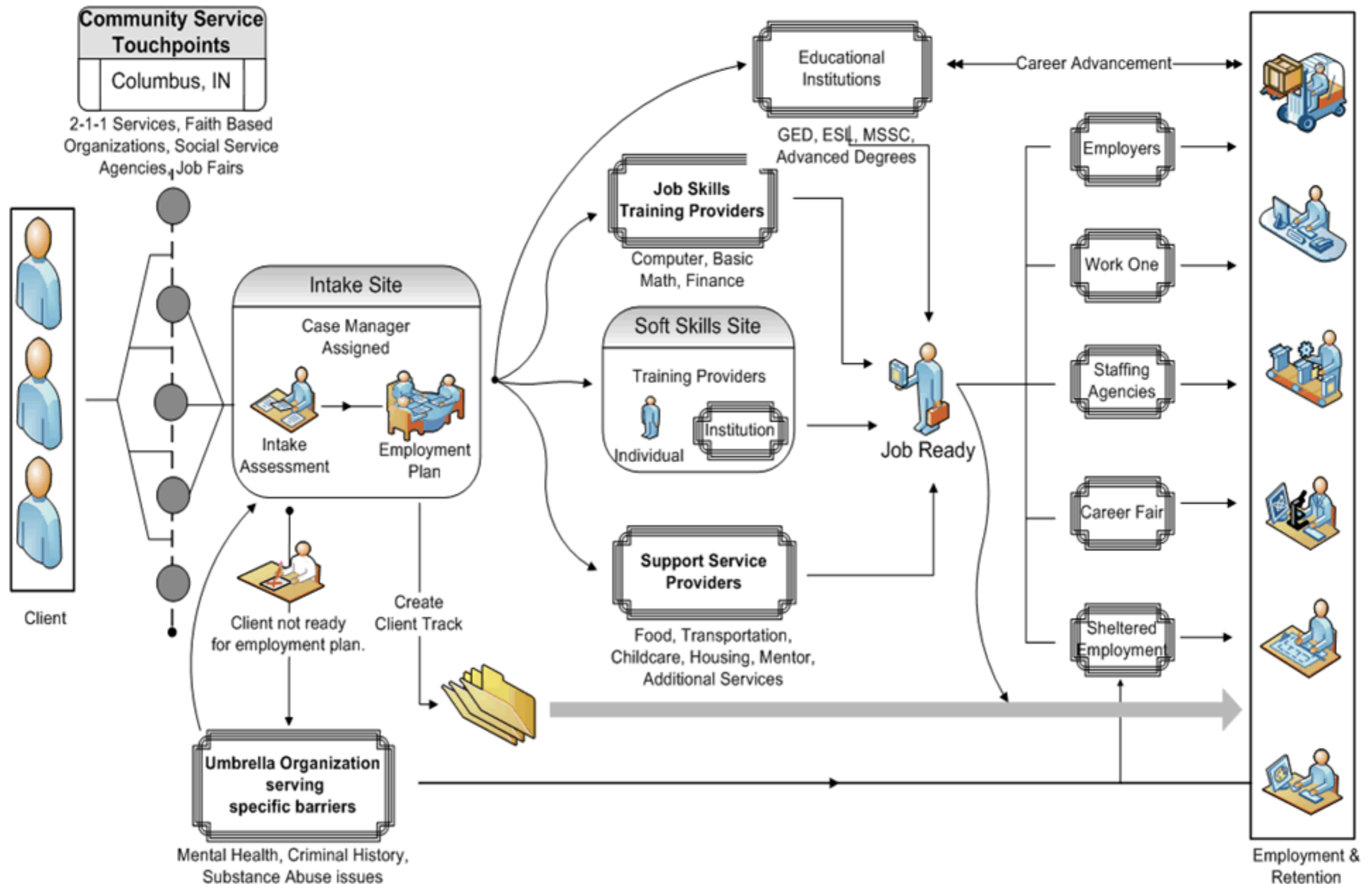
**State of Readiness:** For nearly twenty years, the Community Education Coalition has fostered a partnership of education, business, and community leaders focused on aligning and integrating the community learning system with economic growth and a high quality of life. As a result, the community has an intentional process for working together to create sustainable, outcomes-based solutions to complex education challenges.

**Engagement Process:** The community’s stakeholder engagement process provides a proven common language and approach for the key stakeholders to work together in new ways. The process provides a disciplined framework for how practice can inform state policy and model practice for other communities.

**Sustainability:** The greatest challenge facing communities is that they find themselves being program-rich, but systems-poor. By coordinating relationships, policy, and process in a systemic way, the proposed model functions at a systems-level where once a change is made, the new behaviors, policies, and practices carry forward from that moment onward.

**Scalable Innovation:** The Counseling Counts approach is a paradigm shift in how communities think about and deliver school counseling services. The shift involves seeing the act of “counseling” a student not as somebody’s job, but as the responsibility of the entire community. In short, the model provides a set of shared goals, as well as a defined process for building out the system and rewiring relationships among the key community stakeholders.

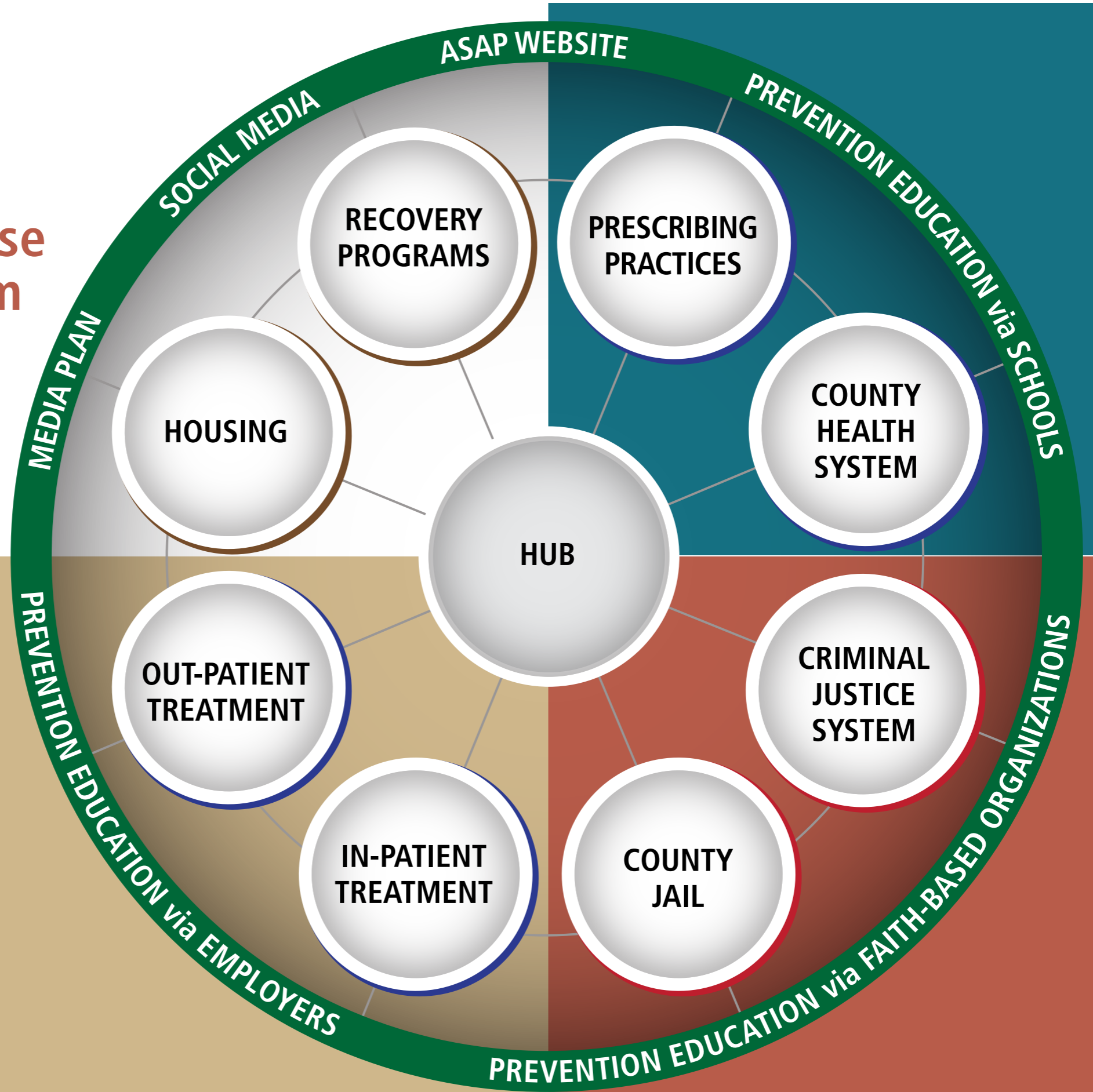
# Case Management and Resource Delivery System





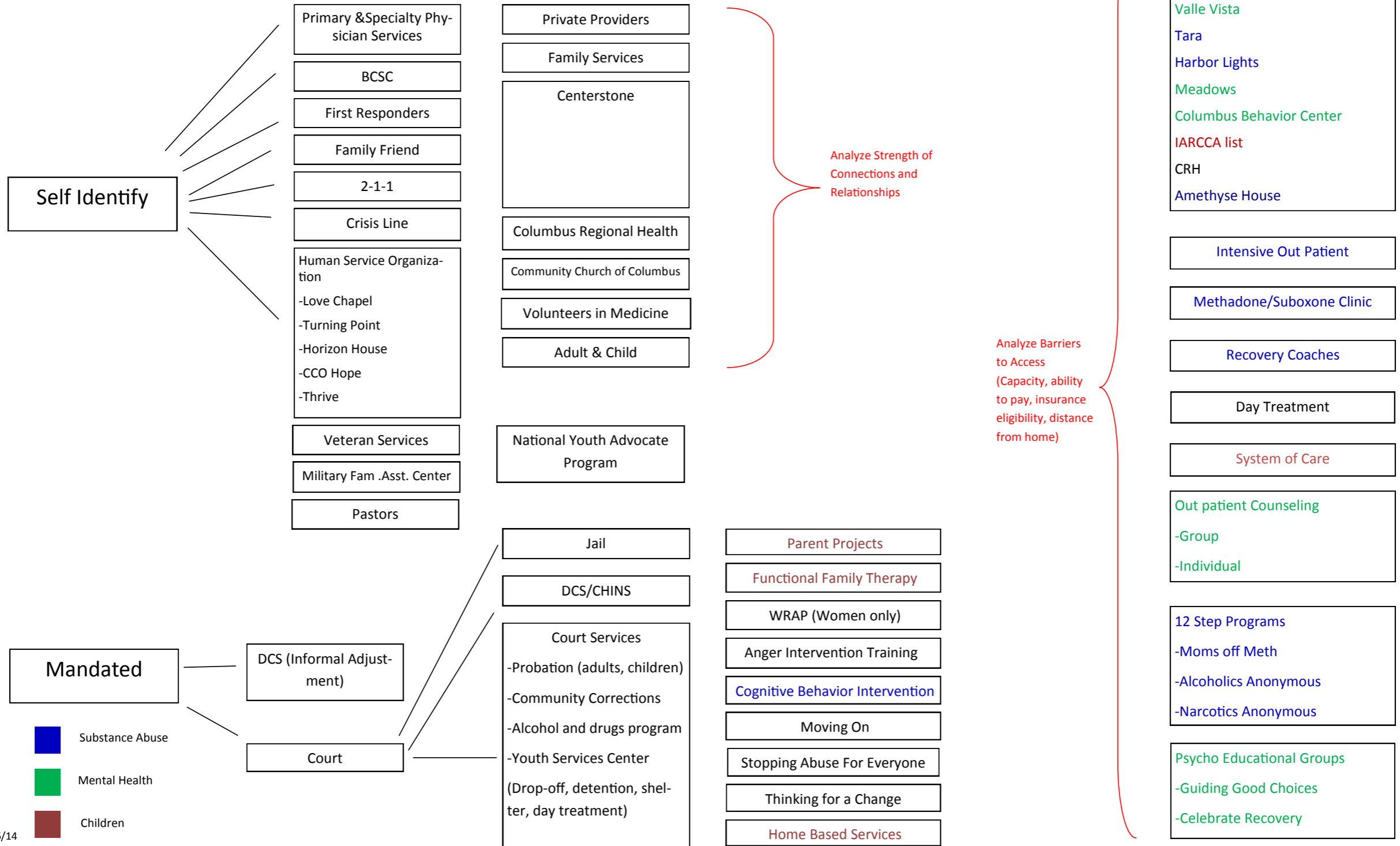
Alliance for Substance Abuse Progress  
in Bartholomew County

# Substance Abuse Support System for Bartholomew County

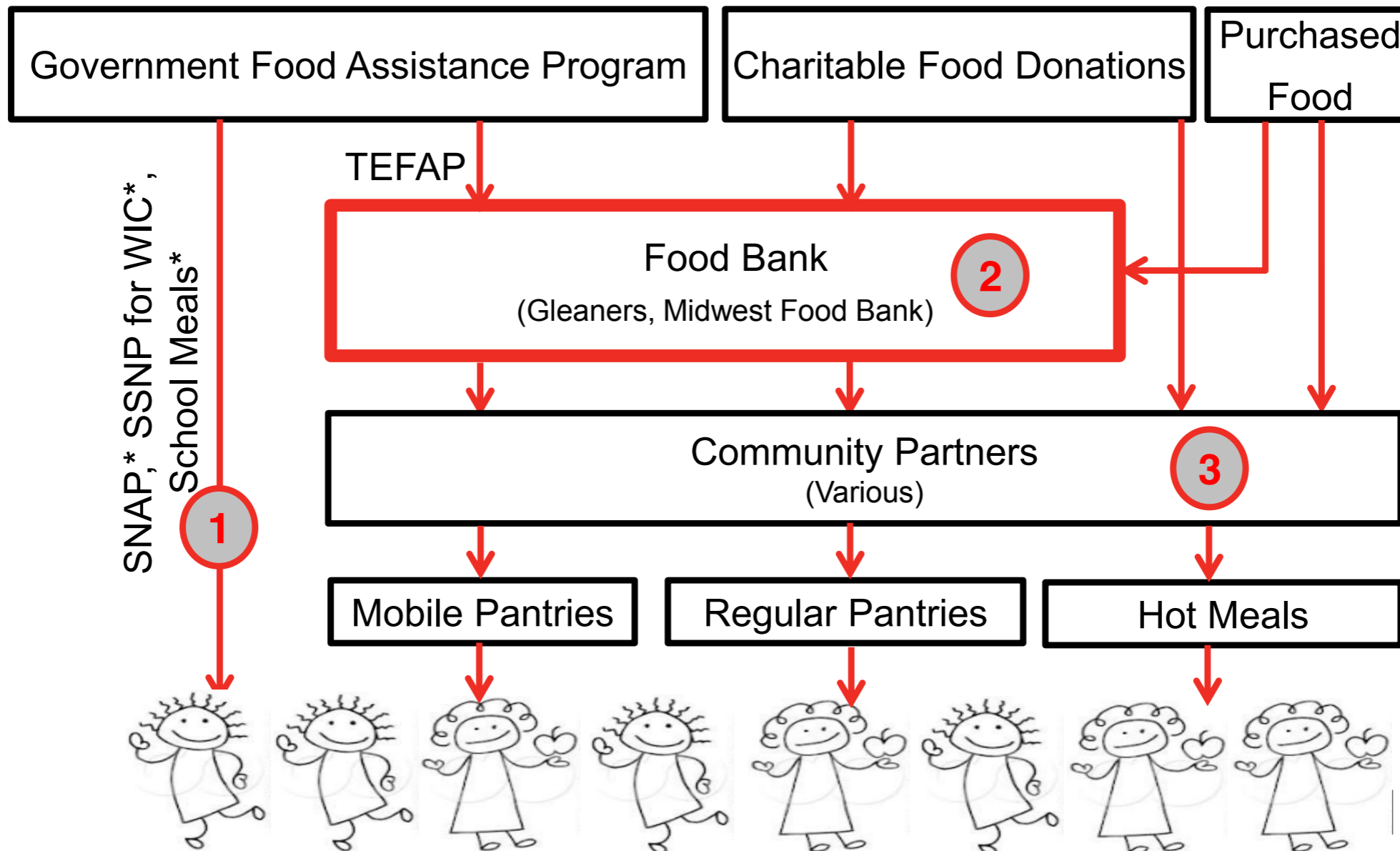


# Substance Abuse and Mental Health Map and Gap Analysis

## Direct Service Through Lens of the Client



# Food Assistance Distribution Channel



\*: It is assumed that food shortfall per “Map the Meal Gap” is after three major federal food assistance programs - SNAP, WIC, and School Meals.



**Supply**

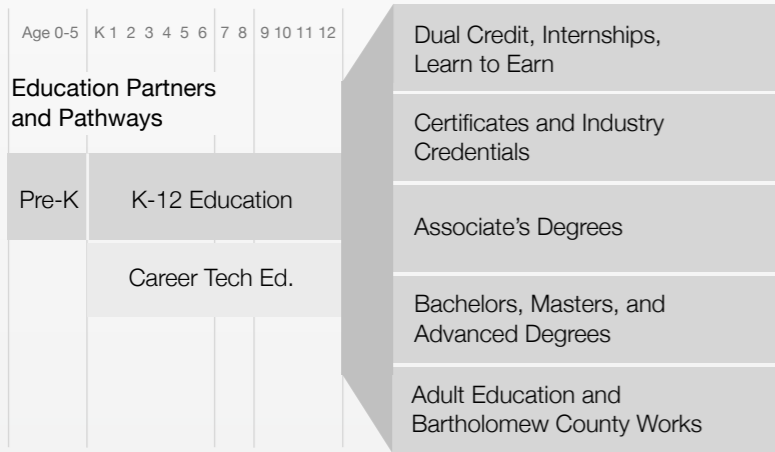
**Coordination and Alignment**

**Demand**

**Attracting Talent**

- Talent and Competencies Demand Report
- Commuting Patterns and Net In-Migration
- H-1B Visa Demand and Intensity and EB-5 Visa Zones

**Developing Talent**



**Private Sector Education and Workforce Strategies**

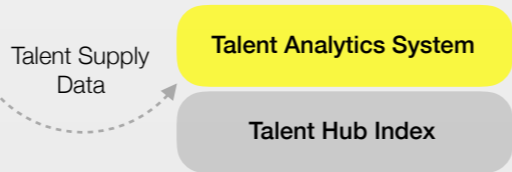
- Workforce Training
- Economic Incentives
- HR and Staffing Companies

**Engaging Talent**

- Placemaking Strategies (Cummins Architecture Program, Vision 2020)
- Welcoming Community Strategies (Engage Columbus, CAMEO)
- Entrepreneurial Ecosystem: Co-Working and Maker Spaces

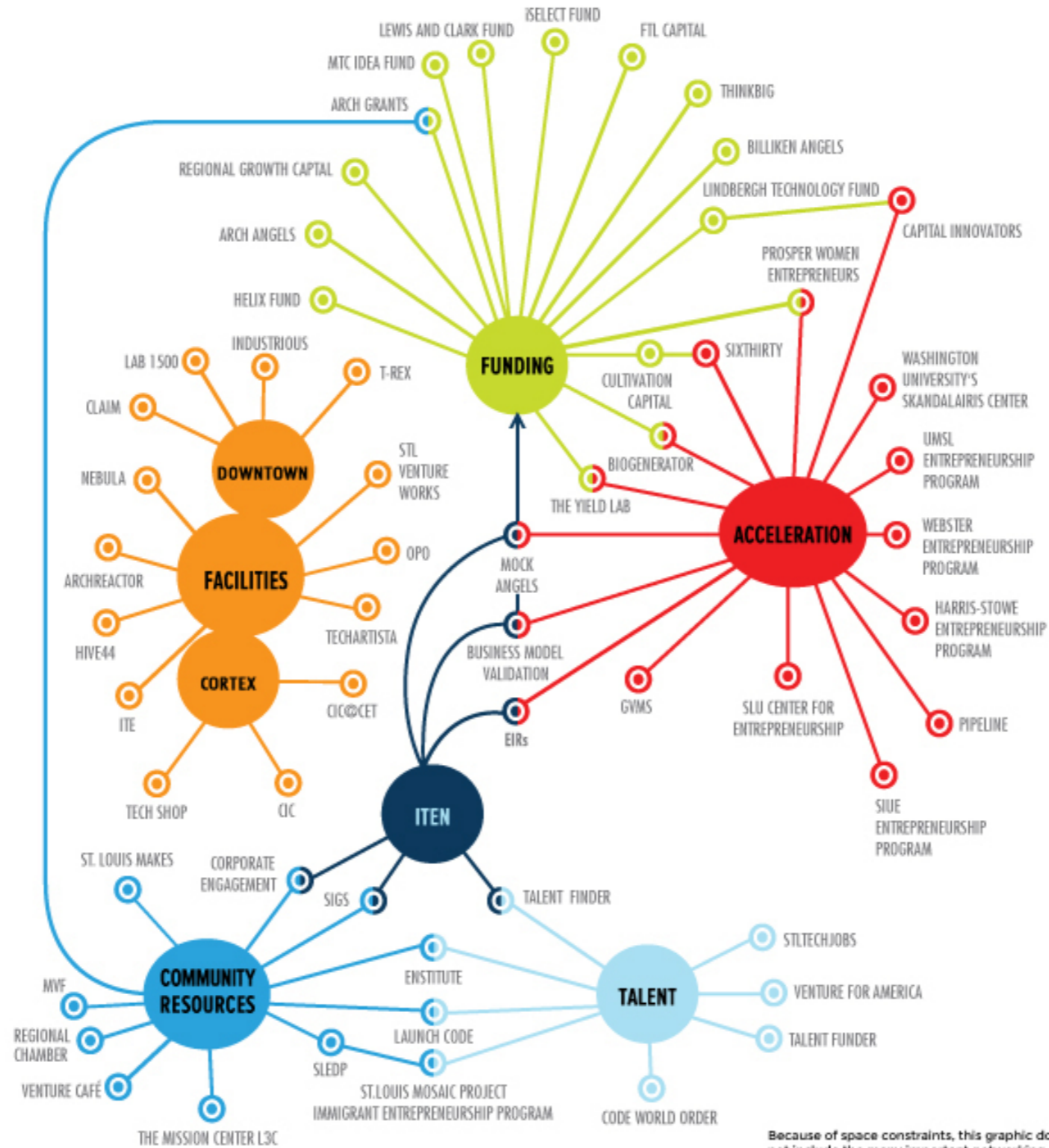
**Employer Talent Needs: Key Economic Clusters and Strengths**

Target Competencies	Employer Talent Needs: Key Economic Clusters and Strengths			
	Advanced Manufacturing	Engineering	Health Care	Community
Advanced Production	●			
Mechanical Engineering	●	●		
Precision Machining	●	●		
Electronics	●	●		
Computer-Aided Drawing	●	●		
Computing and Information Technology	●	●	●	
Nurse Practitioner			●	
Bachelor of Science in Nursing (BSN)			●	●
K-12 Educators				●



- PRINCIPLES:**
- System-Focused
  - Real-Time, Dynamic
  - Sharing the Same Information
  - Shaping Relationships
  - Process-Oriented

# ST LOUIS TECH STARTUP ECOSYSTEM



Because of space constraints, this graphic does not include the many important networking events, conventions, competitions, conferences, key service providers, sponsors and other fundamental elements of our region's thriving ecosystem.

# St. Louis Startup Ecosystem Map

From organizations focused on building tech talent to some of the best accelerator programs in the country, St. Louis' startup community continues to evolve and grow at a rapid pace. Here's a 2015 snapshot of the community surrounding our entrepreneurs.

\* Because our vibrant ecosystem and the startup space overall is constantly evolving, we may have missed some organizations or meetup groups. If so, let us know so that we can keep our map as up-to-date as possible. Leave a comment on the online map at [eqstl.com/ecosystem-map](http://eqstl.com/ecosystem-map).

**Local university entrepreneurship programs incubate startups**  
Including Famplicity (Wash U), FanzLive (SLU) and Rovertown (SIUE).

Business plan contests that help entrepreneurs hone interview skills, give them access to post and professional feedback and provide potential payoffs, including business plan validation, connections to mentors, cash prizes or other perks.

Can include venture capitalist firms, private investors, grant organizations and government entities. Funds can also come from accelerator programs that invest in the companies they induct into their mentoring programs in exchange for equity.

**T-REX already houses 150+ startups, plus funders & community groups**  
and has been called one of the fastest-growing tech incubators in the country.

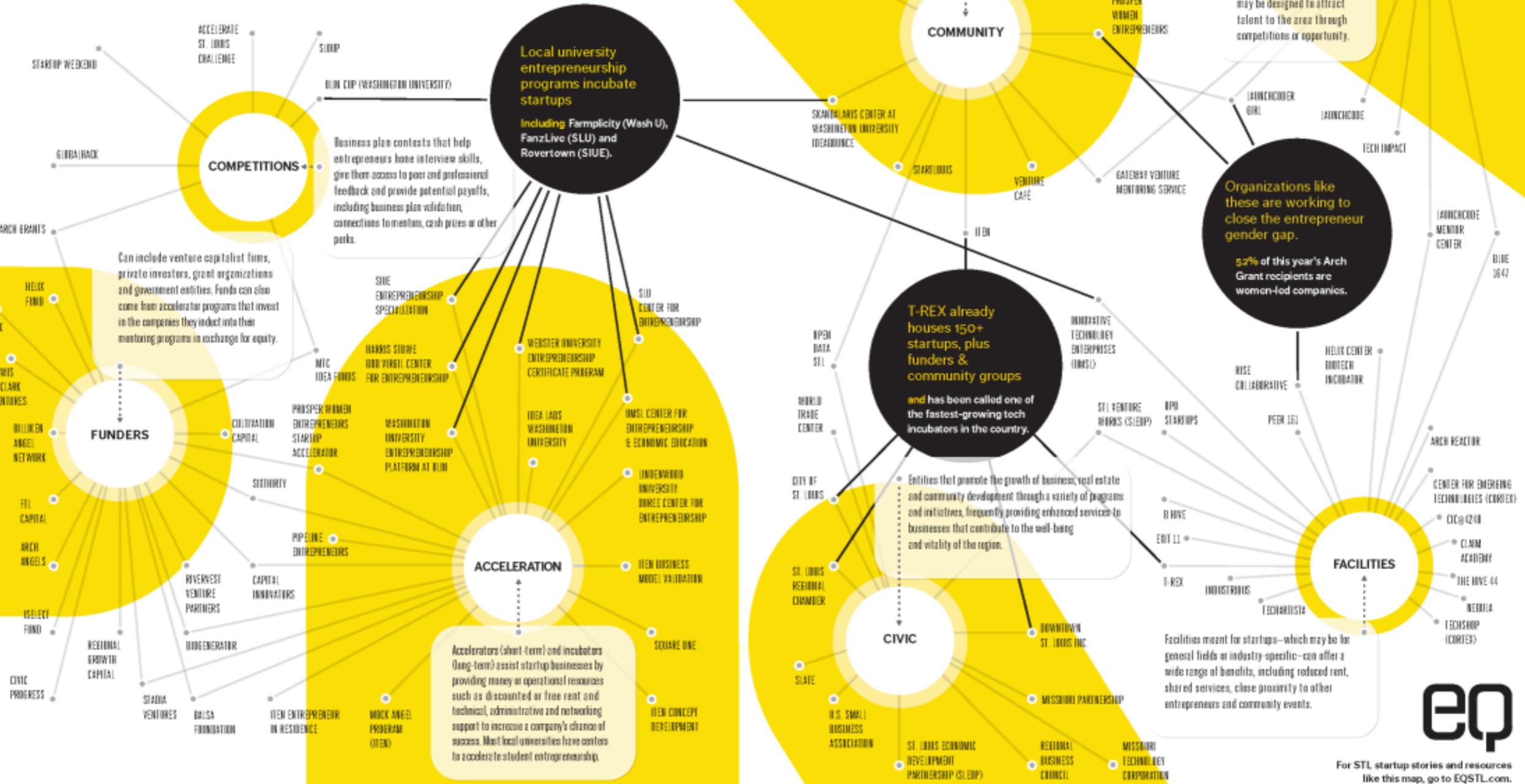
Entities that promote the growth of business, real estate and community development through a variety of programs and initiatives, frequently providing enhanced services to businesses that contribute to the well-being and vitality of the region.

**Organizations like these are working to close the entrepreneur gender gap.**  
52% of this year's Arch Grant recipients are women-led companies.

Facilities meant for startups—which may be for general fields or industry-specific—can offer a wide range of benefits, including reduced rent, shared services, close proximity to other entrepreneurs and community events.

Beyond funding, entrepreneurs need support through shared experiences, whether it's women's startup groups, or niche industry organizations or meetup groups. Community is the main goal, where feedback is given and challenges are addressed.

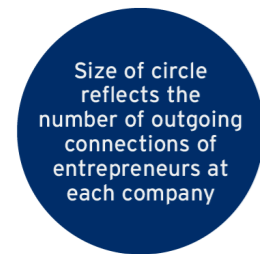
Several local organizations offer help with pitching to investors, business plan development, access to investors or coding education, to name a few, while others may be designed to attract talent to the area through competitions or opportunity.



For STL startup stories and resources like this map, go to [EQSTL.com](http://EQSTL.com).

# NETWORK MAP OF BOGOTÁ TECH SECTOR

Companies:

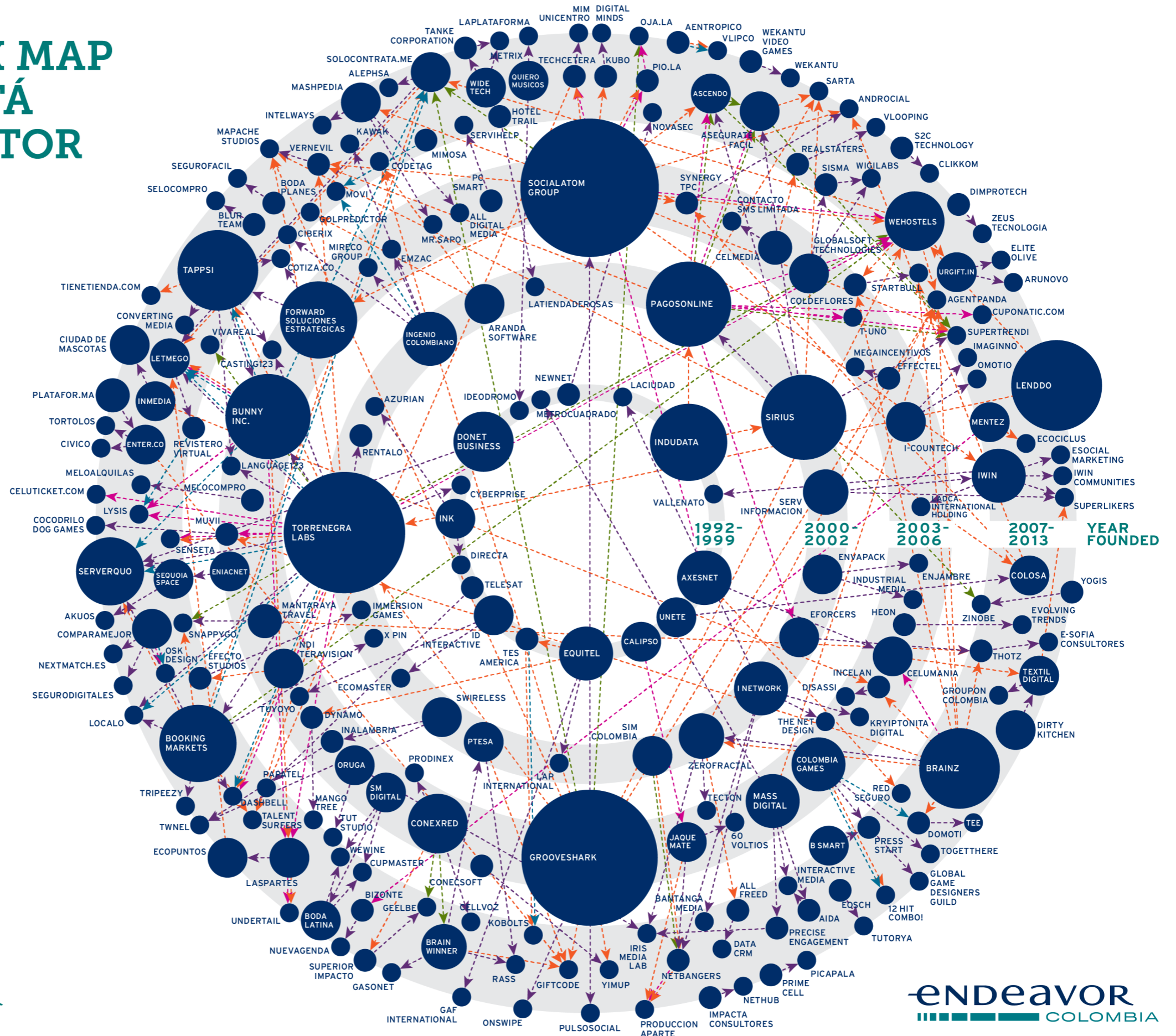


Types of Connections:

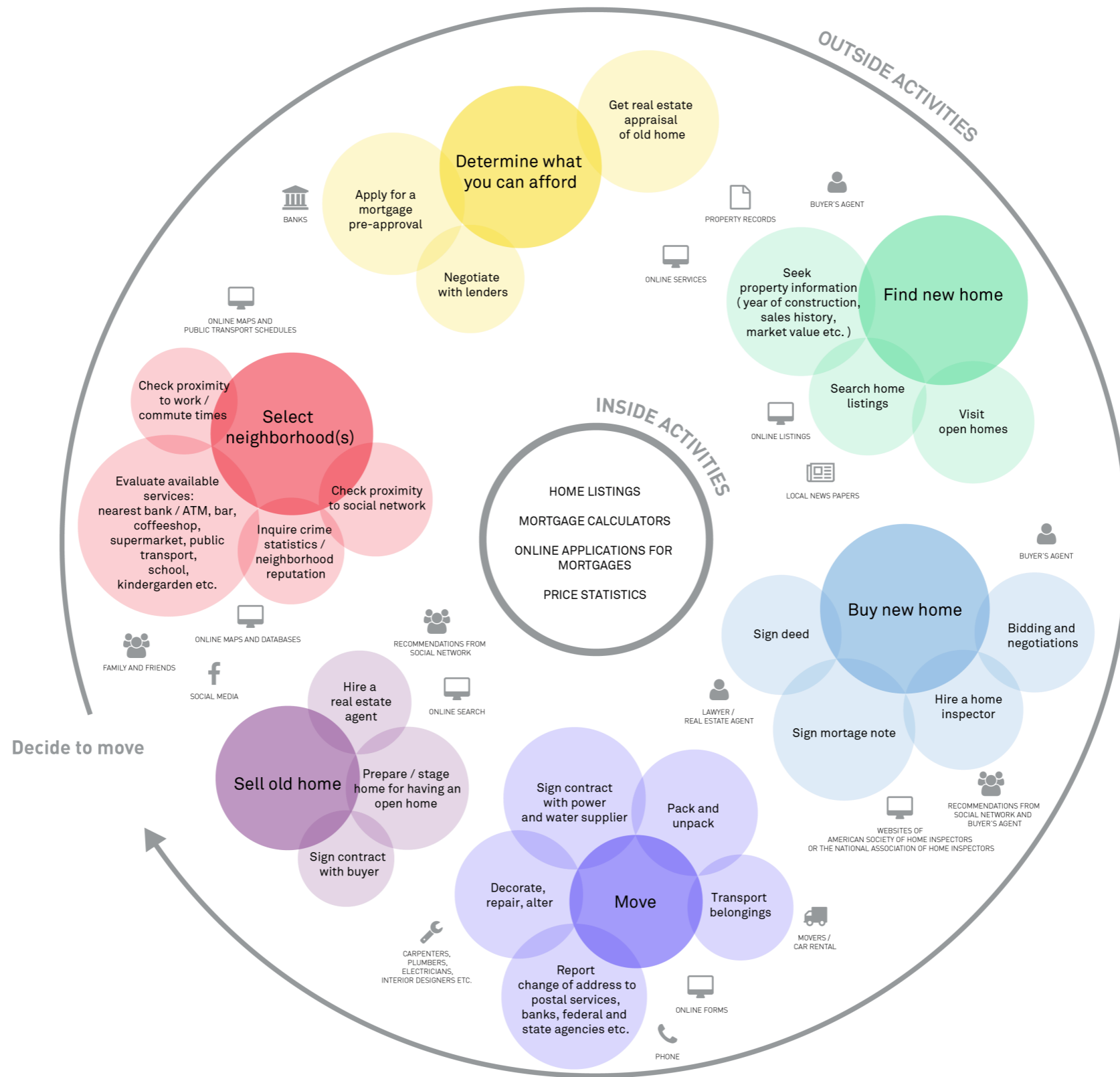


Note: Entrepreneurs are represented by their most prominent companies.

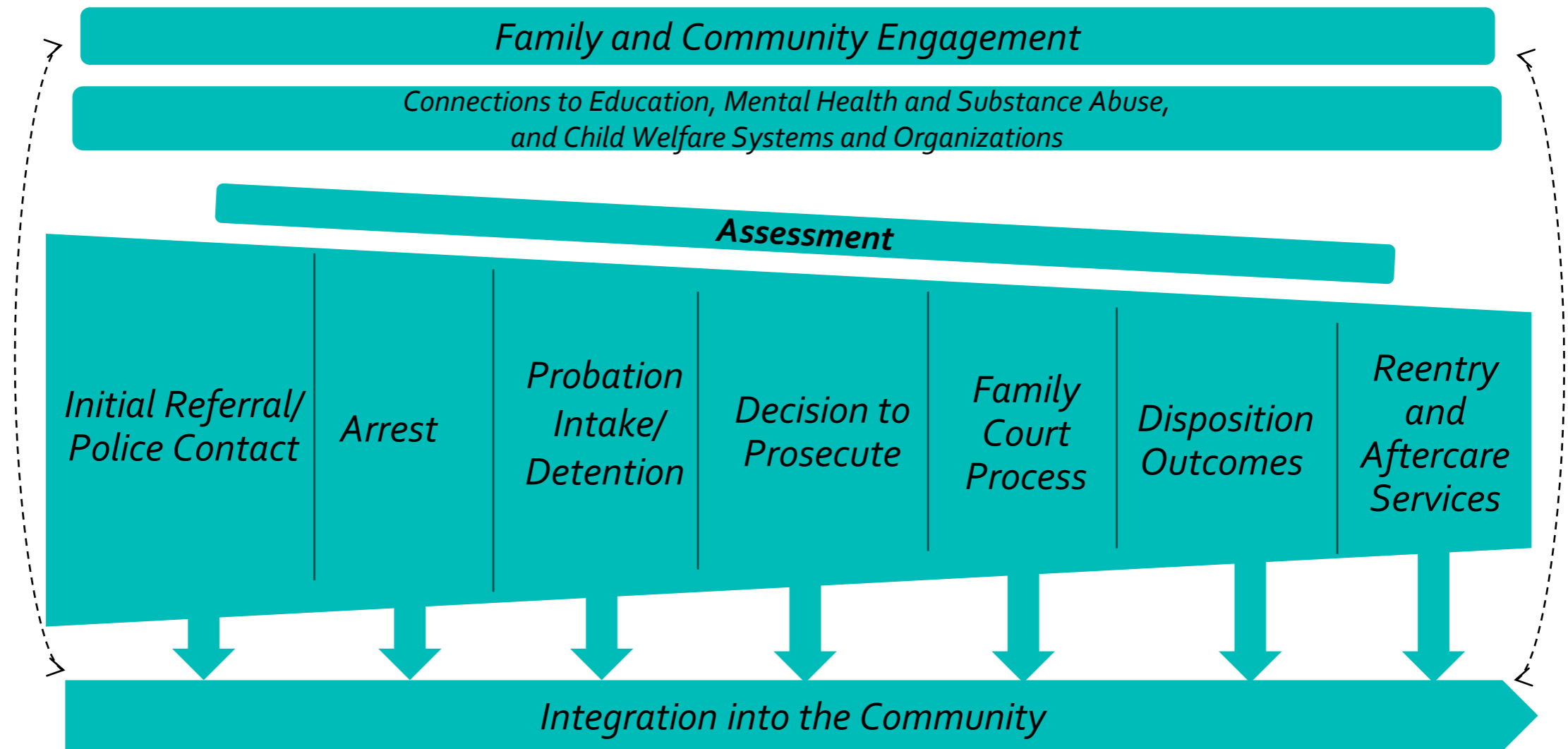
This map is based on survey data and is representative of connections among entrepreneurs, but may not be comprehensive.



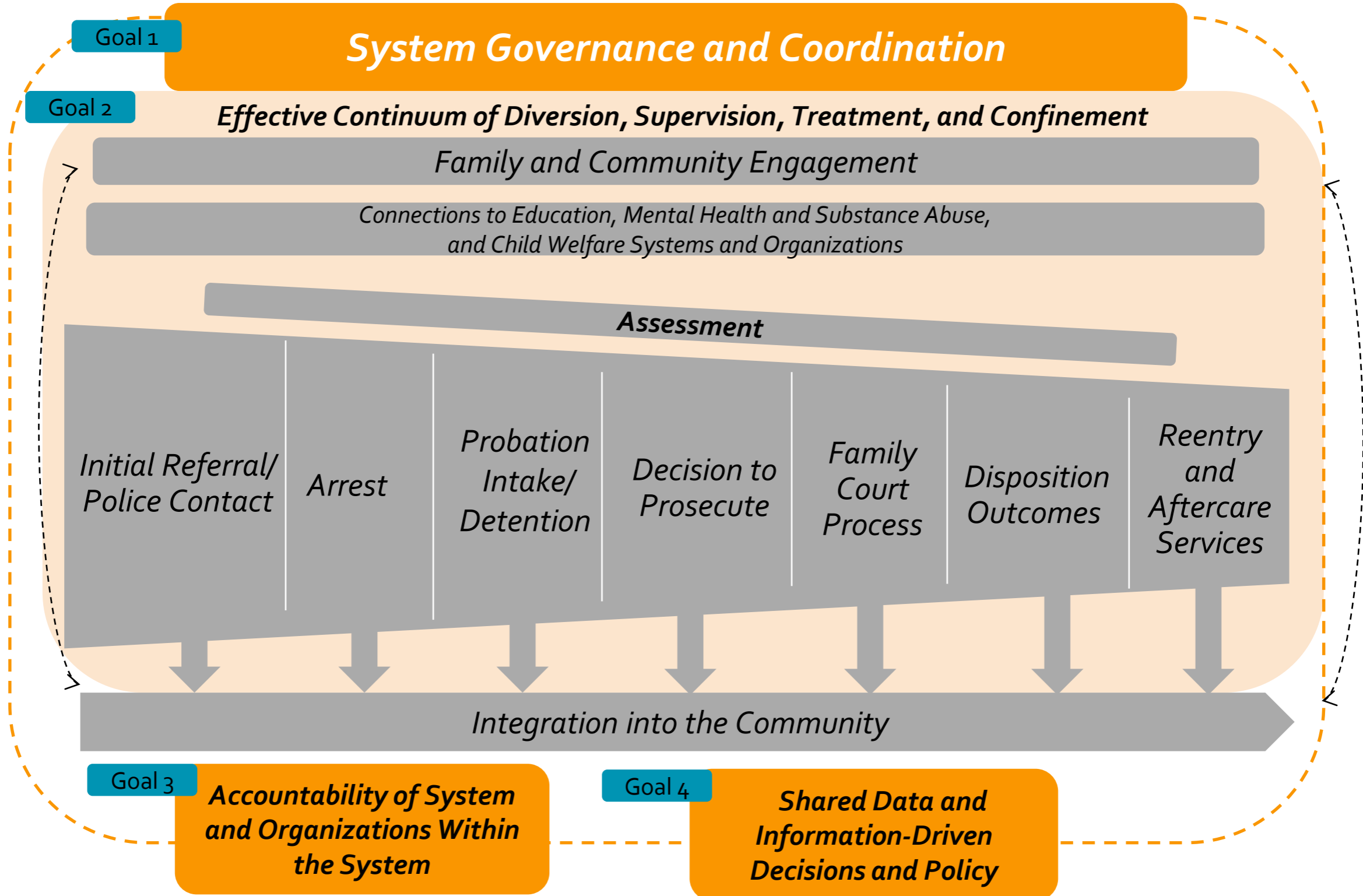




# The New York Juvenile Justice System Continuum

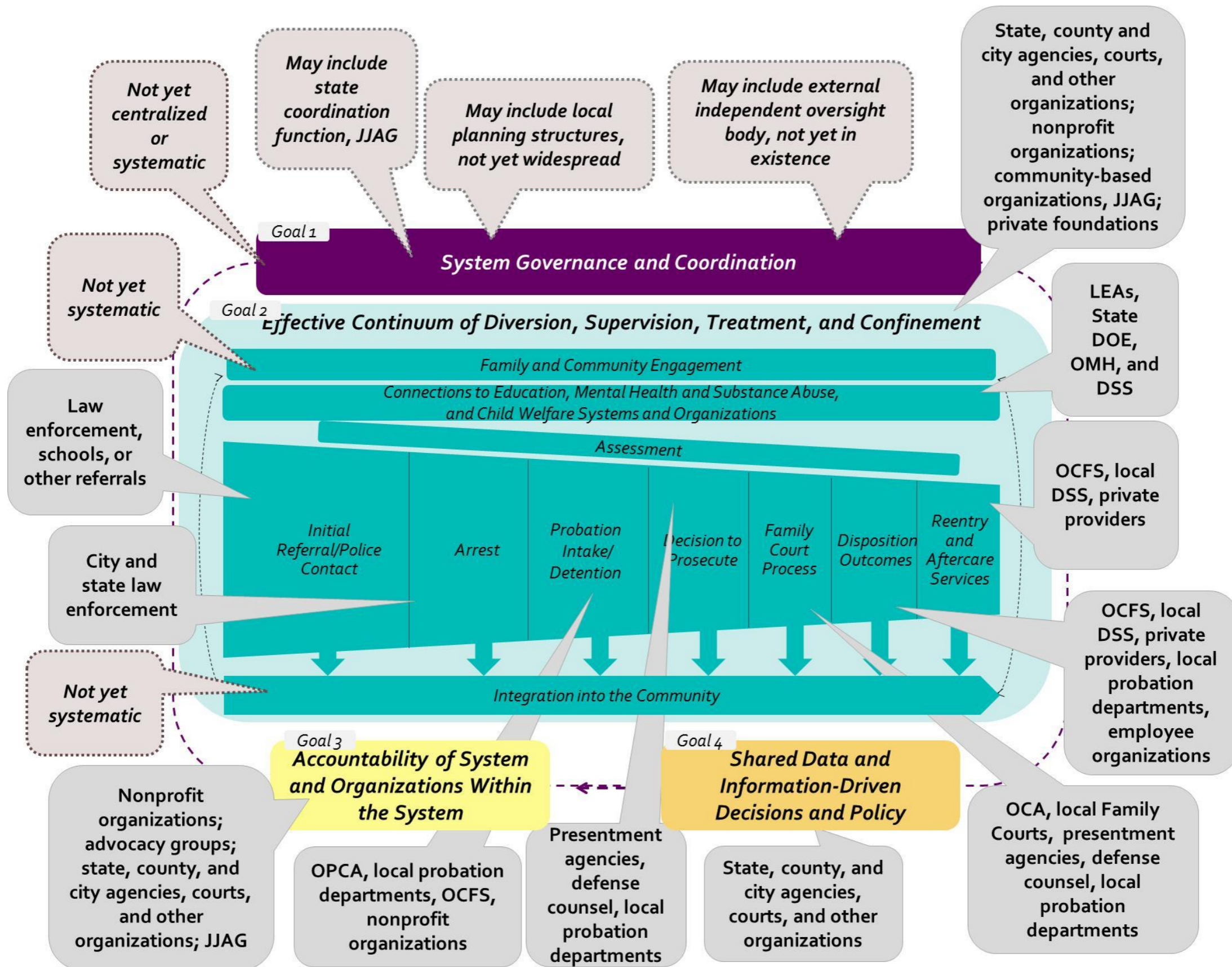


# Goals across the New York Juvenile Justice System



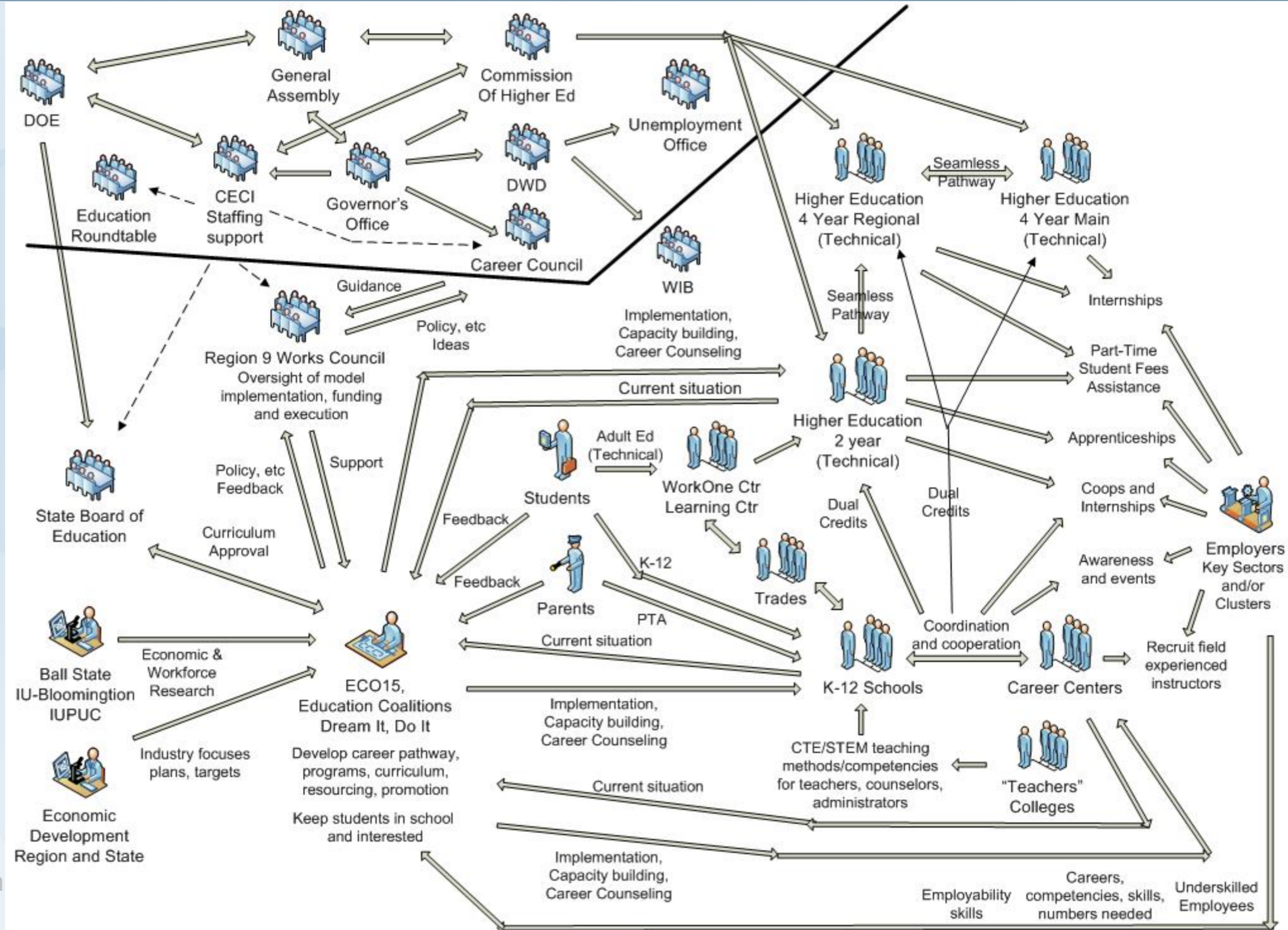


# Current actors across the New York Juvenile Justice System

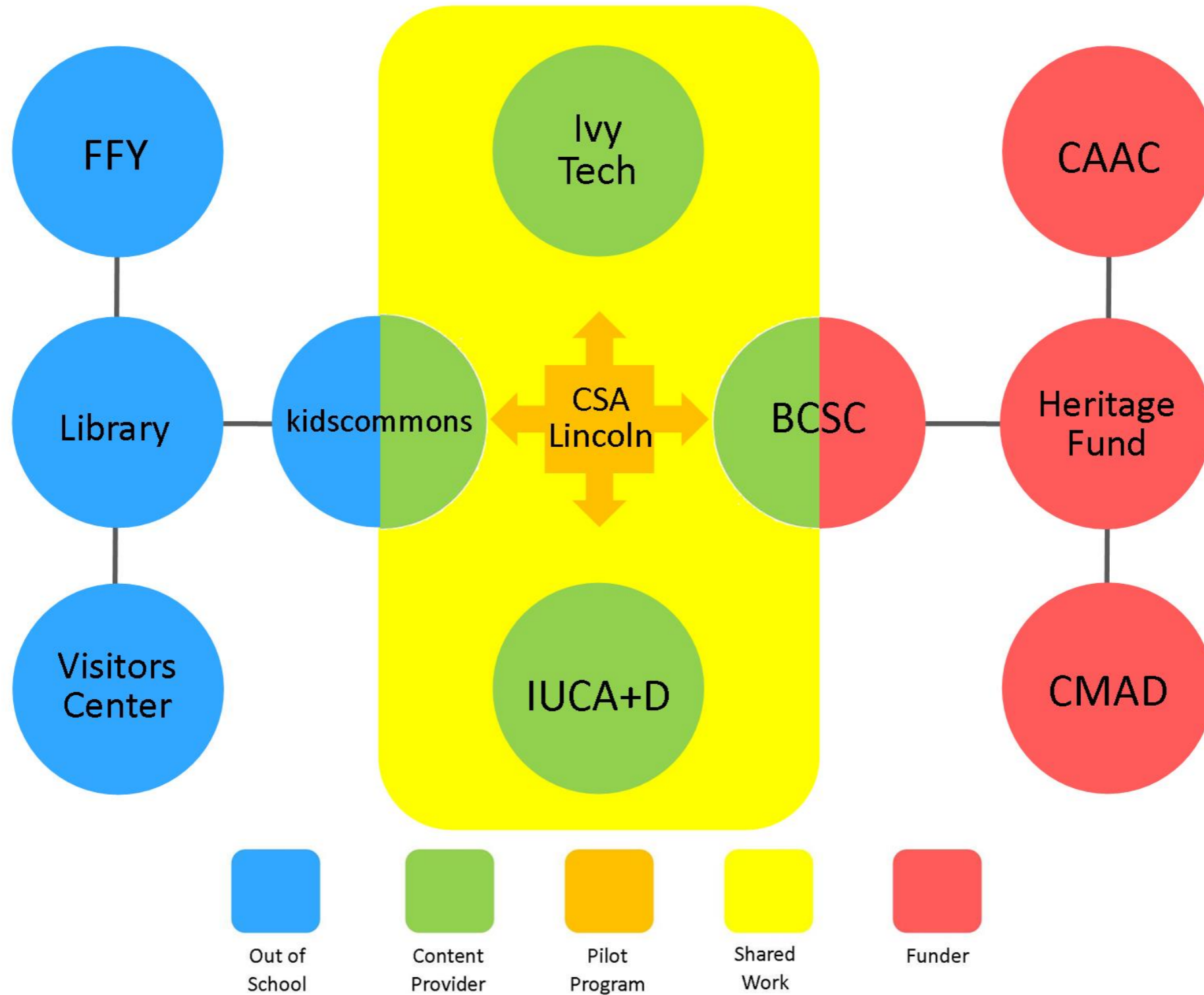


# Region 9 Works Council Strategic Plan

## Appendix – CTE Educational Stakeholder Network Diagram

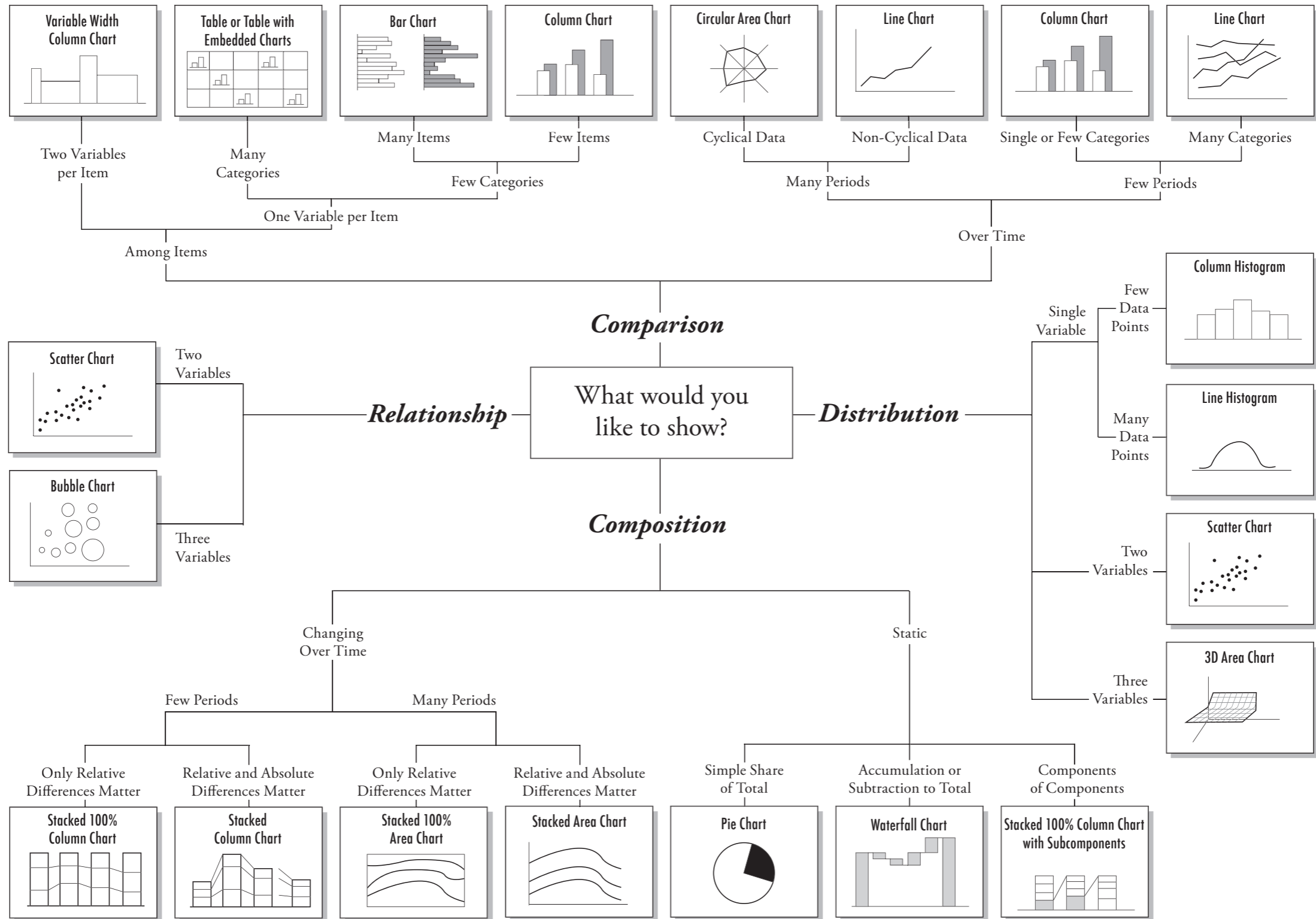


# A Community-Wide Design Education System

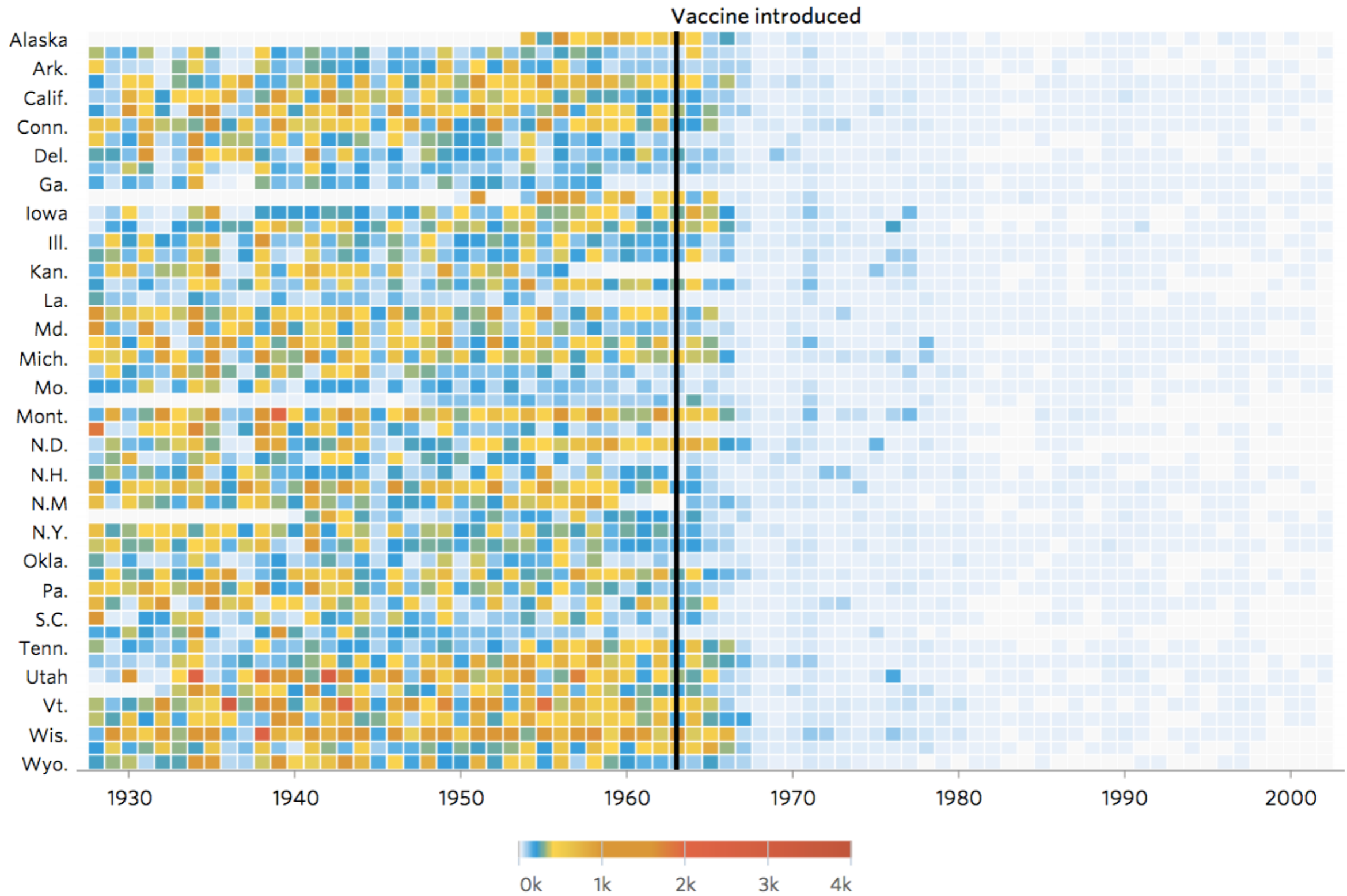


# Data Charts and Graphics

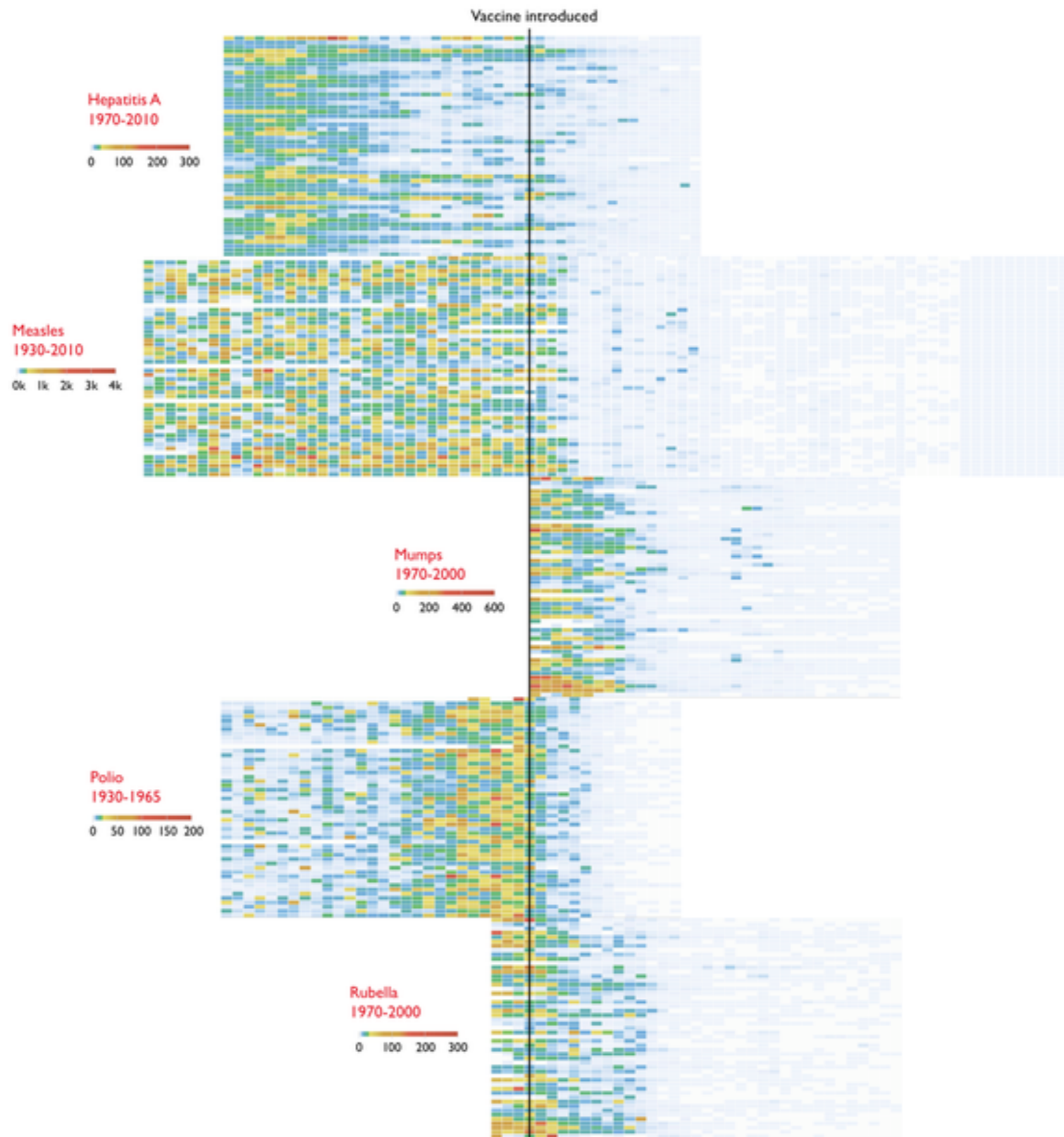
# Chart Suggestions—A Thought-Starter



# Measles



Note: Centers for Disease Control and Prevention stopped publishing statewide measles data after 2002; newer data is nationwide.



Corp/School Name	Pre-K	Kindergarten	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	Grade 9	Grade 10	Grade 11	Grade 12	Grade 12+/Adult	TOTAL ENROLLMENT
Bartholomew Con School Corp	395	876	878	836	857	778	760	880	858	837	886	958	930	783	7	11,418
Flat Rock-Hawcreek School Corp		80	66	63	80	69	53	76	80	63	73	65	68	66		902
St Bartholomew School		27	33	47	32	41	52	38	41	32						343
White Creek Lutheran School		15	21	21	10	20	11	5	16	14						133
Saint Peter Lutheran School		40	47	54	43	41	54	38	40	44						401
Columbus Christian School		11	13	11	19	19	14	18	20	13	12	14	12	5		181
<b>Bartholomew County Total</b>	<b>395</b>	<b>1,049</b>	<b>1,058</b>	<b>1,032</b>	<b>1,041</b>	<b>968</b>	<b>944</b>	<b>1,055</b>	<b>1,055</b>	<b>1,003</b>	<b>971</b>	<b>1,037</b>	<b>1,010</b>	<b>854</b>	<b>7</b>	<b>13,378</b>

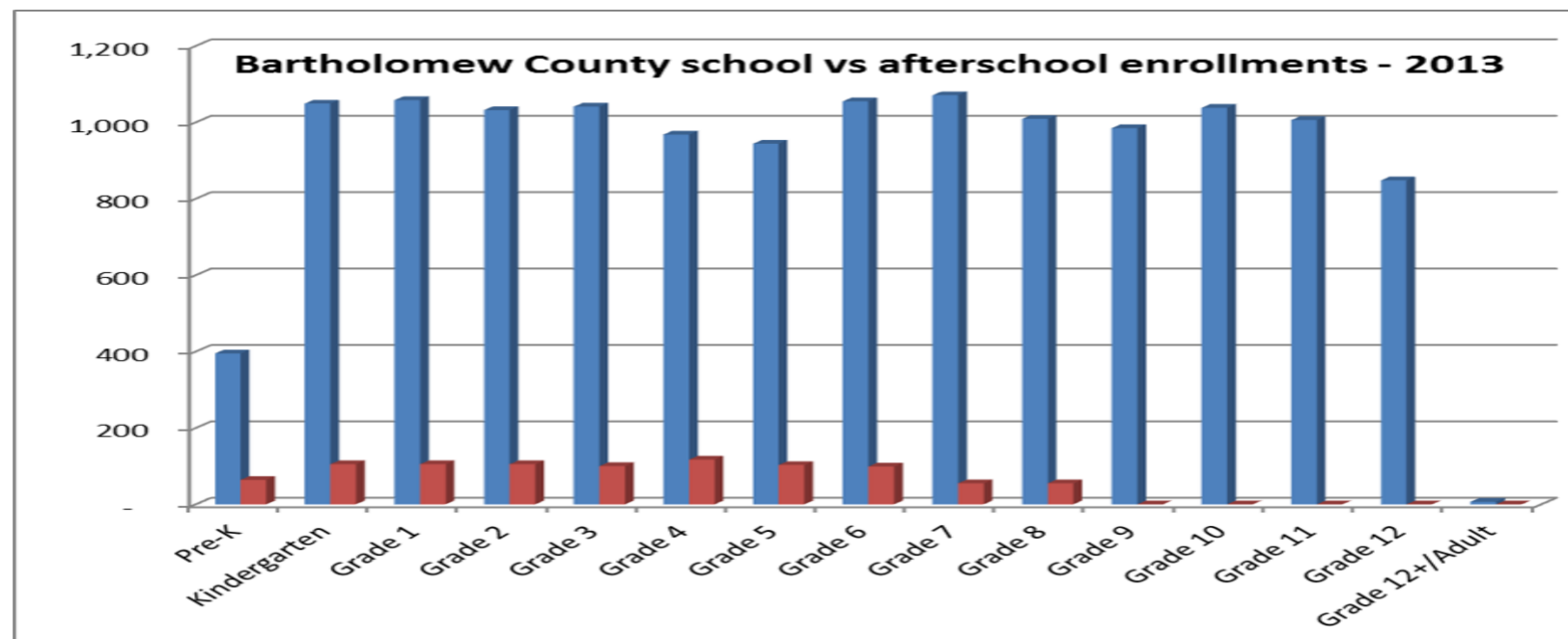
Out of School Program	Pre-K	Kindergarten	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	Grade 9	Grade 10	Grade 11	Grade 12	Grade 12+/Adult	TOTAL ENROLLMENT
Columbus Youth Camp*						15	15	15	15	15						75
Foundation for Youth (after school)		15	25	25	20	22	18	14								139
Beacon Teen Learning Centers (after school)									40	40						80
i-Care (before & after school)	20	20	20	20	20	20	20	20								160
Children Inc (after school)	34	30	20	20	20	20	10	10								164
kidscommons (after school)	10	10	10	10	10	10	10	10								80
Kids of Hope - before school		5	3	1	4	1	2									16
- after school		8	7	5	4	4	2	2								32
<b>Total*</b>	<b>64</b>	<b>83</b>	<b>82</b>	<b>80</b>	<b>74</b>	<b>76</b>	<b>60</b>	<b>56</b>	<b>40</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>730</b>

\* summer program; numbers not included in roll-up

\*\*after school numbers only included for programs that provide both before and after school

% of Bartholomew Co students served	16.2%	7.9%	7.8%	7.8%	7.1%	7.9%	6.4%	5.3%	3.8%	4.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.5%
-------------------------------------	-------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------

Indiana average	10%
US average	15%





THE CURRENT STATE

# Making the Case for Community-Based Mental Health Support

Bartholomew Consolidated School Corporation (BCSC) has adopted the American School Counselor Association's National Standards for Students. The four primary student-centered goals include 1) academic advising and success, 2) personal and social development, 3) college readiness, and 4) career readiness. Working in collaboration with the public, private, and social sectors, BCSC has made great progress, leveraging the relationships and resources within the community to advance each of the goals. Now, the K-12 school counselors believe that the greatest need is to develop a holistic, systems approach to addressing the mental health needs of pre-K to 12th-grade students. The data below supports these insights and beliefs, demonstrating both the critical need, as well as the lack of current capacity to address it.

THE COMMUNITY'S MOST CRITICAL NEED

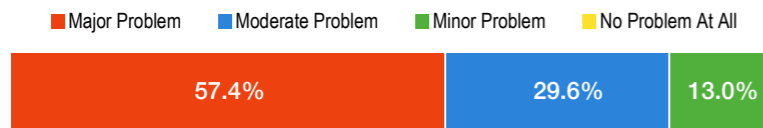
### The Region's Greatest Health Challenge

In 2015, Columbus Regional Hospital's triennial Community Health Needs Assessment ranked Mental Health and Mental Disorders as the number one critical health issue affecting Bartholomew County.

### A Problem of Significant Proportion Compared to the Nation

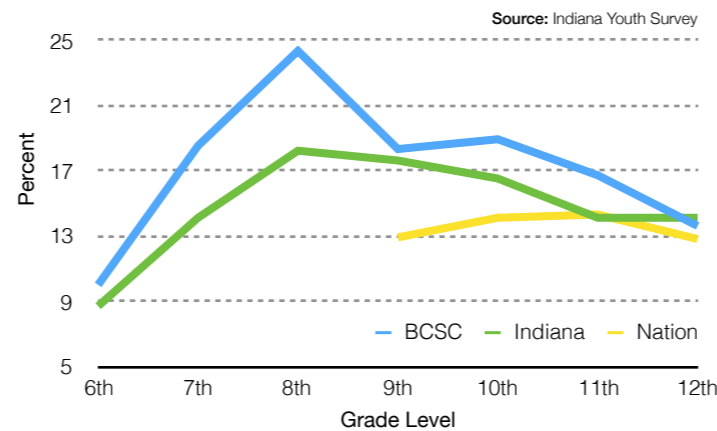
According to the Massachusetts Youth Screening Instrument Version 2 (MAYSI-2) conducted in 2016, Bartholomew County youth, and in particular girls, ranked far-above the warning level of the nation's youth for a wide-array of mental health disorders including angry-irritable symptoms, depressed-anxious, somatic complaints, and suicide ideation. Somatic complaints, for instance, is locally reported twice as much as the nation.

#### Perceptions of Mental Health as a Problem in the Community



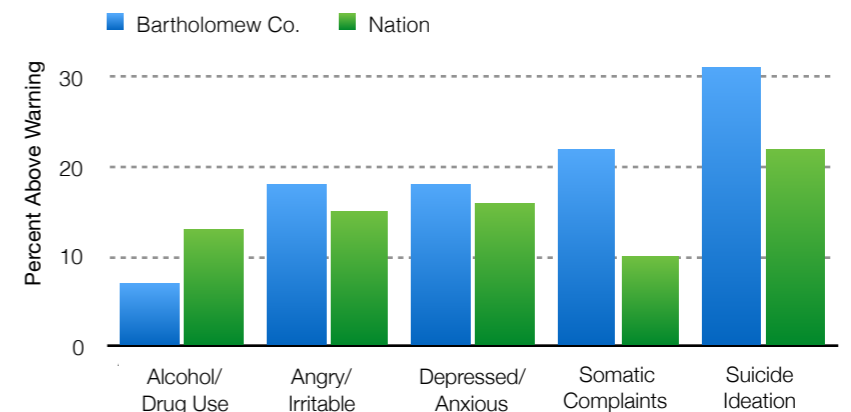
Sources: PRC Online Key Informant Survey, Professional Research Consultants, Inc.  
Notes: Asked of all respondents.

#### Considered Attempting Suicide



Source: Indiana Youth Survey

#### 2016 Massachusetts Youth Screening Instrument (MAYSI-2, Girls)



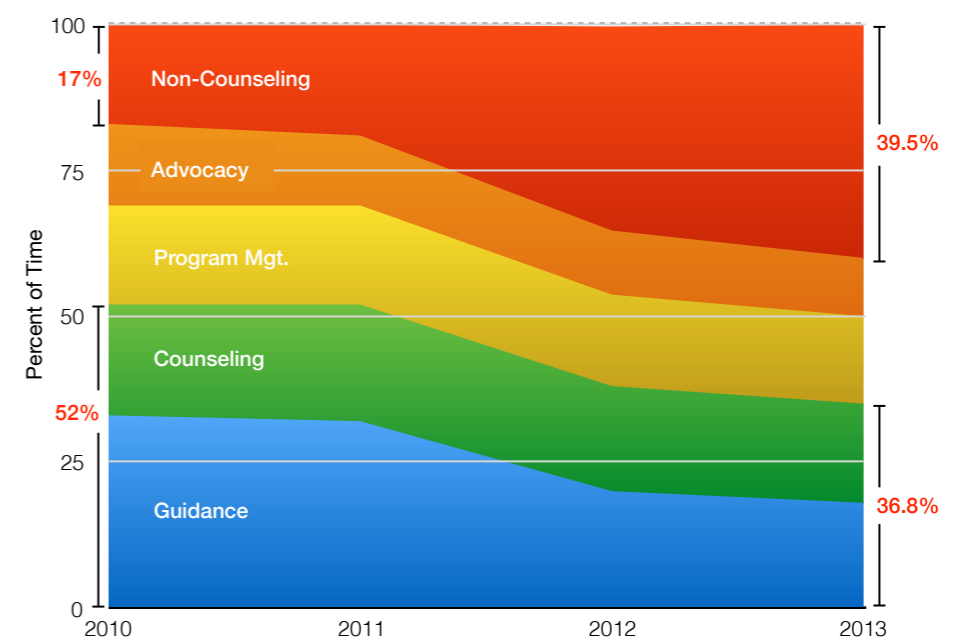
THE CURRENT LACK OF CAPACITY TO ADDRESS THE CHALLENGE

### Counselor to Student Ratio

American School Counselor Association Recommended Counselor to Student Ratio	1:250
Bartholomew Consolidated School Corporation Counselor to Student Ratio	1:450

### Counselor Time Usage

Since 2010, BCSC counselors have experienced a significant reduction in time available for guidance and counseling falling from 52% of their day to about 37%. Meanwhile, their time dedicated to non-counseling talks has significantly increased from 17% of their time to nearly 40% of their day.



Source: Indiana School Counseling Research Review, Indiana Chamber of Commerce Foundation

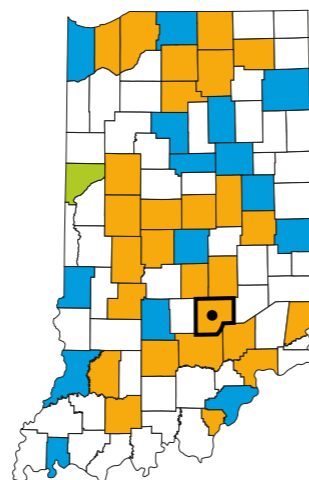
### Designated Health Professional Shortage Area

#### Indiana: Mental Health

Psychiatrists Needed to Remove Designation: 119  
Percent of Need Met: 39.86%

#### Southern Indiana: Mental Health

Full-Time Practitioners: 4.7  
Percent of Need Met: 76%



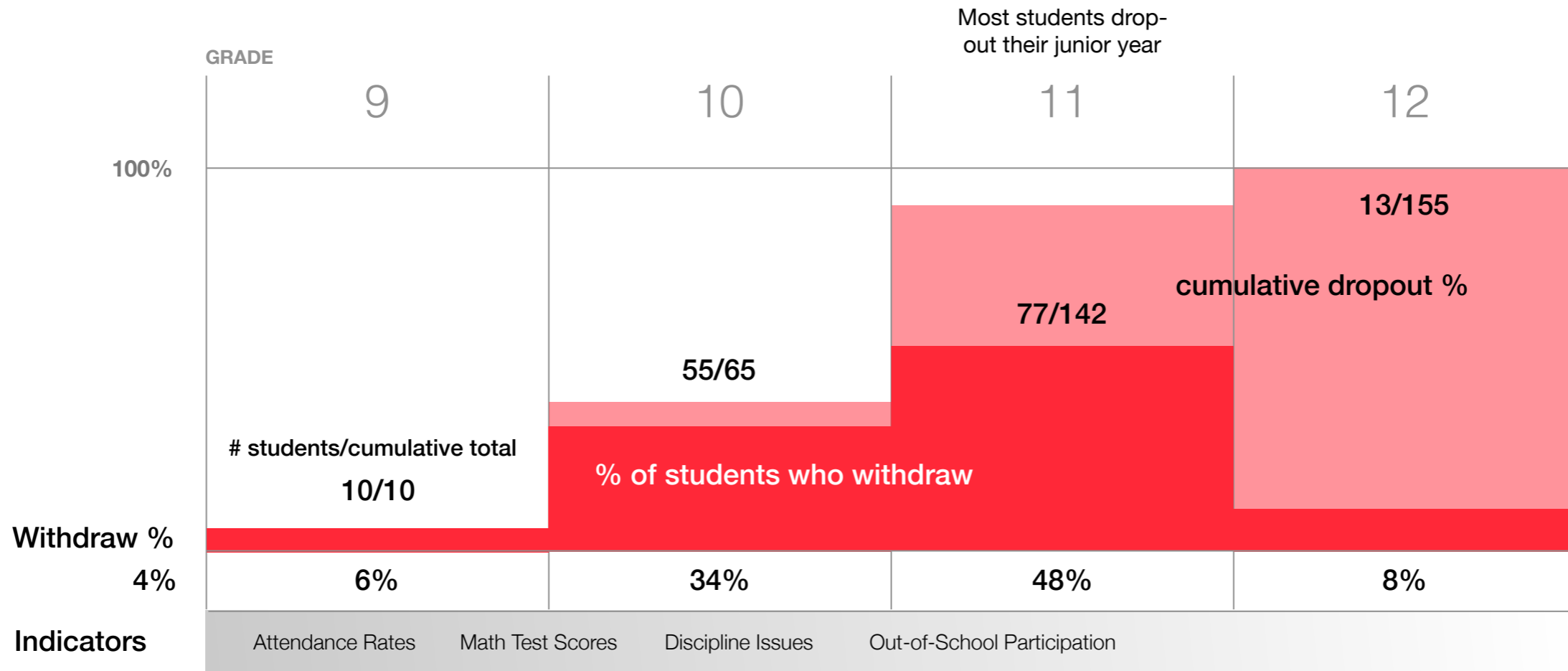
Mental Health Providers per 100,000 People, 2014

7.1 - 63.9  
64.0 - 143.5  
143.6 - 486.1  
N/A

Source: County Health Rankings & Roadmaps

Source: Bureau of Health Workforce, Health Resources and Services Administration (HRSA) U.S. Department of Health & Human Services, 2017

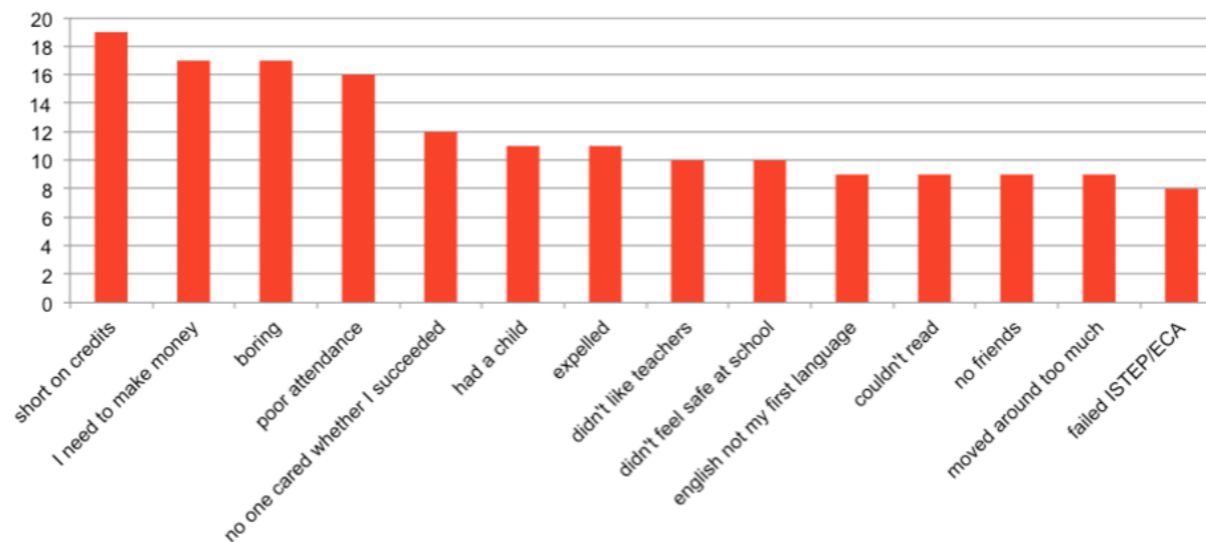
# High School Graduation Rate Current State Picture



## A typical drop-out...

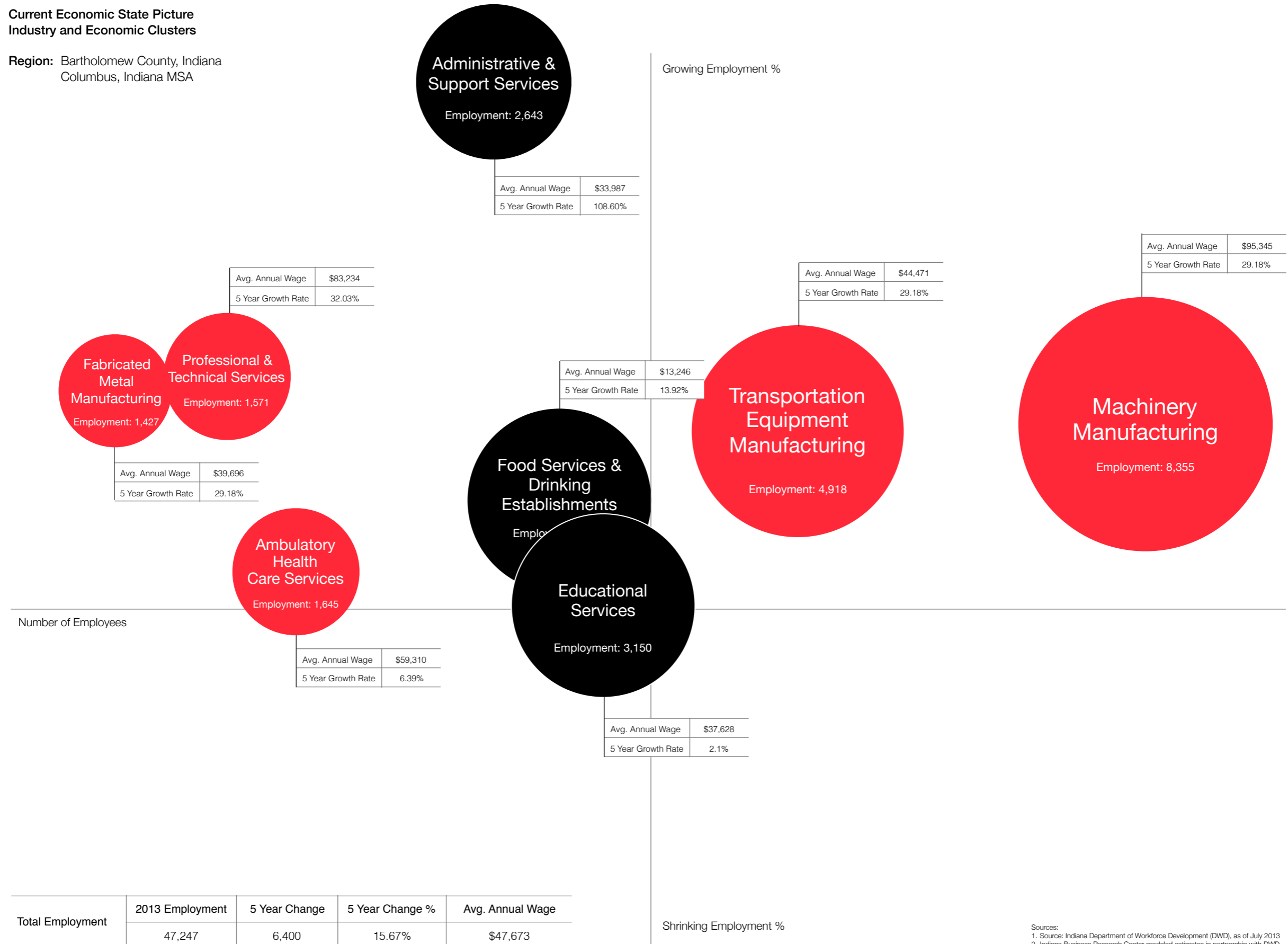
- **56%** don't participate in out-of-school activities
- **75%** of their parents only have a high school degree
- **80%** of students withdraw once they encounter multiple barriers (see chart)
- **Most** did not know they would drop-out until late in high school

## Multiple barriers prevent student success



**Current Economic State Picture  
Industry and Economic Clusters**

**Region:** Bartholomew County, Indiana  
Columbus, Indiana MSA

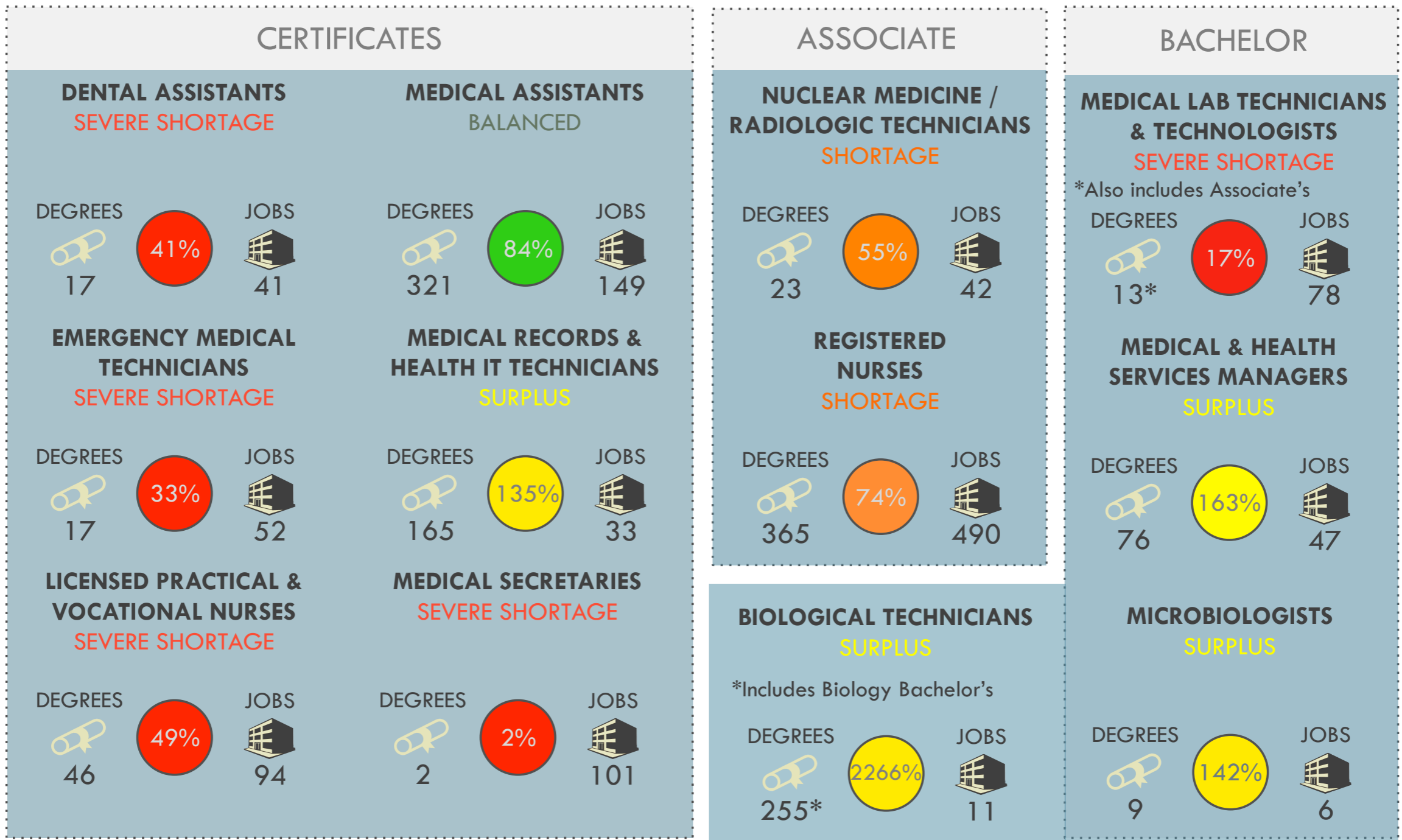


Total Employment	2013 Employment	5 Year Change	5 Year Change %	Avg. Annual Wage
	47,247	6,400	15.67%	\$47,673

Sources:  
 1. Source: Indiana Department of Workforce Development (DWD), as of July 2013  
 2. Indiana Business Research Center modeled estimates in partnership with DWD



# Supply-Demand Analysis of High-Demand Workforce Competencies: **Medical**

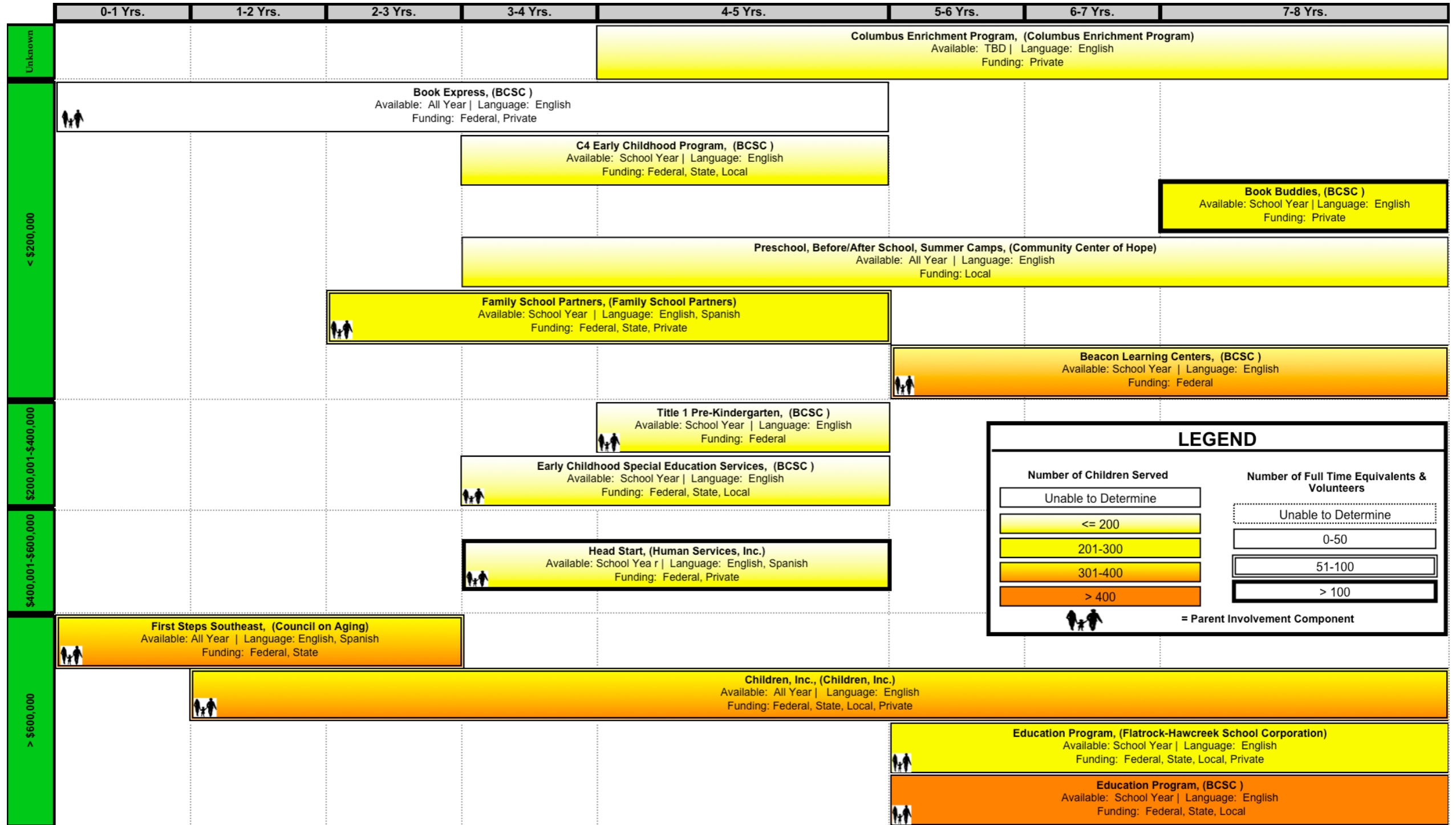


% OF JOB NEED ADDRESSED BY LOCAL GRADUATES

———— Degree Output, 2012 vs. Annual Forecast of Job Openings, 2013-2018


- SEVERE SHORTAGE LESS THAN 50%
- SHORTAGE LESS THAN 75%
- BALANCE
- SURPLUS MORE THAN 125%

# Program Maps



### LEGEND

Number of Children Served	Number of Full Time Equivalents & Volunteers
Unable to Determine	Unable to Determine
<= 200	0-50
201-300	51-100
301-400	> 100
> 400	

 = Parent Involvement Component



### EcO Attainment Network Program Map (2017 / 2018)

Middle Schools	High Schools	Adult Education	Ivy Tech	IUPUC	Purdue Polytechnic
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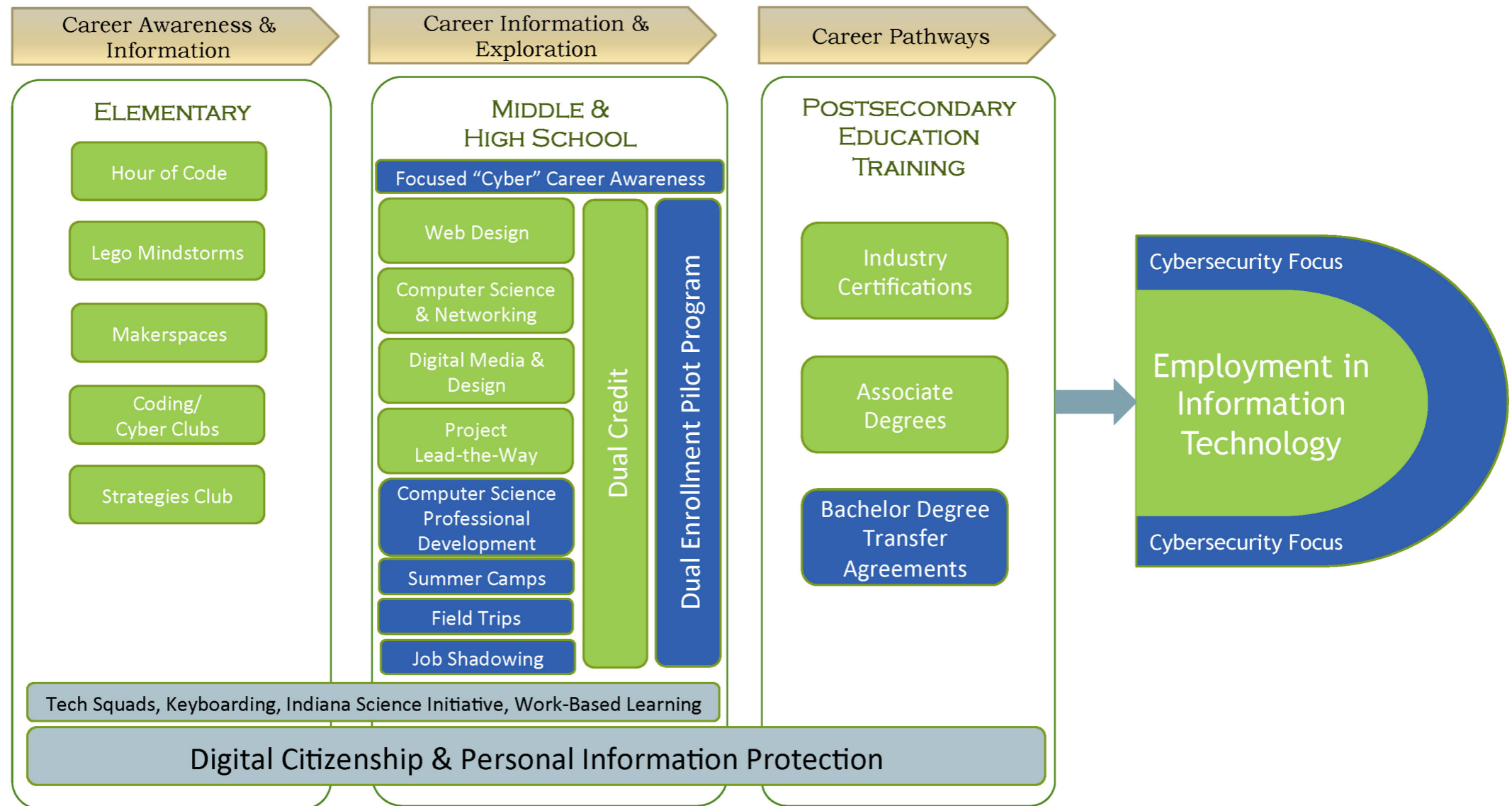
# GOALS

GOALS	Increase educational attainment through a community system of supports for low-income and Latino students	Latino Education Outreach Program - helping families navigate the educational system					
		Barrier Busting Funds					
					Beyond Financial Aid Campus Strategies Support		
	Awareness and Outreach	Raise awareness; improve outreach and recruitment to underserved populations	EcO Champion and Student Ambassador Program		Recruitment of Low Income and Latino Adults		
					Employer Outreach through EcO Manufacturing & Healthcare Networks		
	Shared Data	Leverage shared data and analytics to improve success of the system	Regional Data Collection for EcO Network Scorecards				
			EcO Data Consortium, NSC HS Prototype		Adult Ed Data Collection with DWD	EcO Data Consortium, NSC Regional College Prototype	
			EcO Attainment Network Forums				
	System Alignment	Manufacturing Network and Healthcare Network Educational Pathways and IT Pilot Pathways	Manufacturing Educational Pathways K-12		Manufacturing Credentials Adult Ed	Manufacturing Educational Pathways Postsecondary	
Healthcare Educational Pathways K-12			Healthcare Credentials Adult Ed	Healthcare Educational Pathways Postsecondary			
Apprenticeship Program Expansion							
IT Educational Pathways K-12			IT Credentials Adult Ed	Cyber Security Pathway			
Regional, state, and national alignment		Regional Manufacturing and Healthcare Network Forums					
		Indiana Attainment Network Quarterly Meetings, Lumina Foundation and Indiana Commission for Higher Education					
	Indiana Department of Workforce Development Sector Strategies and Innovation Networks						
	Adult Education Consortium and WorkIN Meetings						
	Lumina Foundation Talent Hub Community of Practice Convenings and Calls						

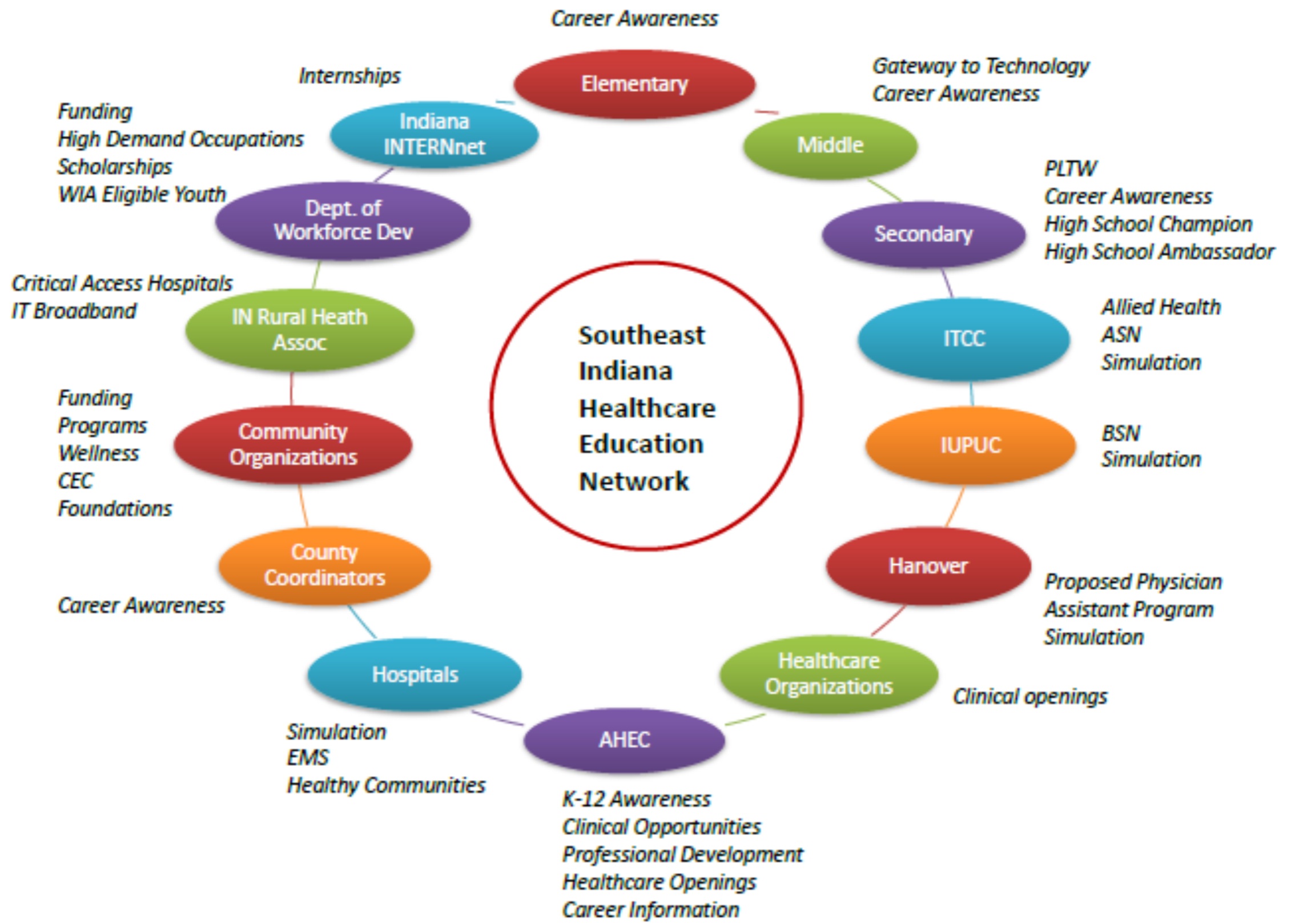




# Additional funding would help close the Cybersecurity skills gap and enrich the existing program



- Existing programs and opportunities
- Identified strategies to fill the gaps



# Customer Experience Maps

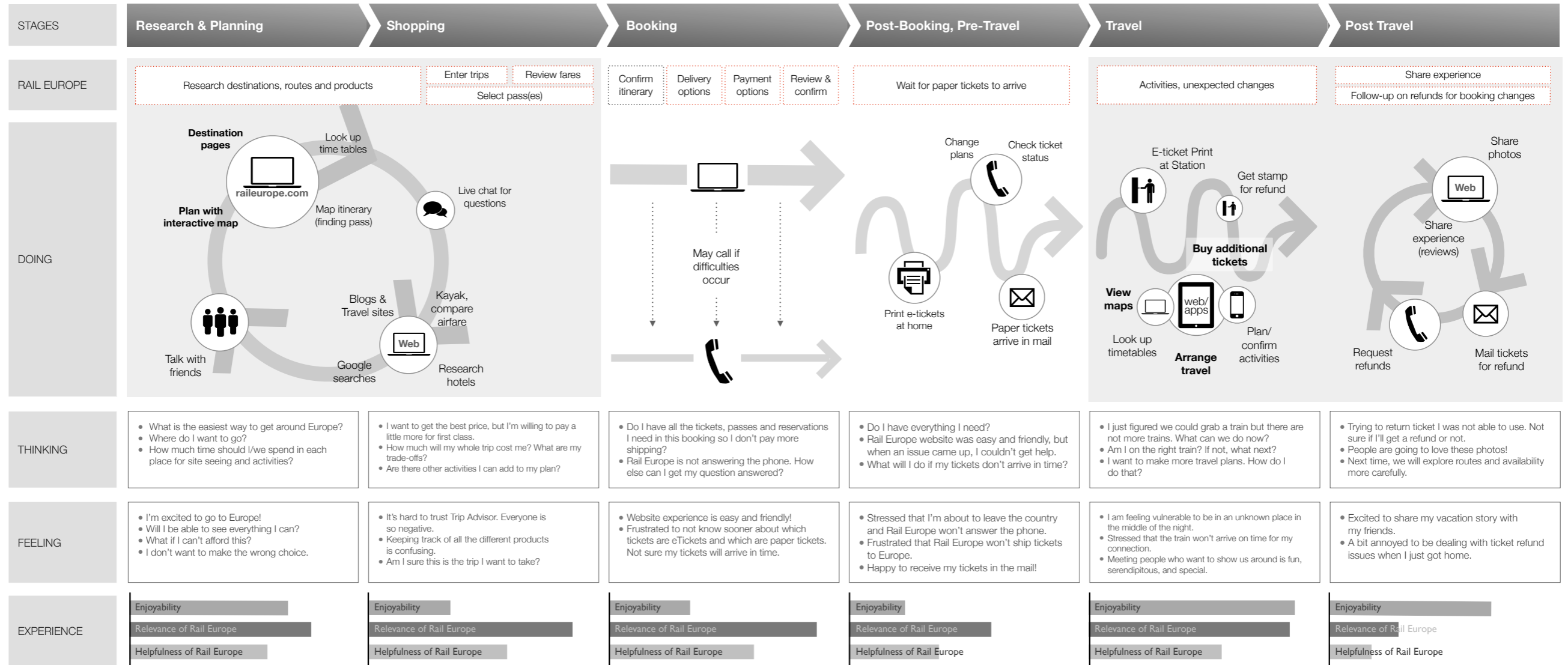


# Rail Europe Experience Map

## Guiding Principles

People choose rail travel because it is convenient, easy, and flexible.	Rail booking is only one part of people's larger travel process.	People build their travel plans over time.	People value service that is respectful, effective and personable.
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## Customer Journey



## Opportunities

GLOBAL			PLANNING, SHOPPING, BOOKING			POST-BOOK, TRAVEL, POST-TRAVEL	
<p><b>Communicate a clear value proposition.</b></p> <p>STAGE: Initial visit</p>	<p><b>Help people get the help they need.</b></p> <p>STAGES: Global</p>	<p><b>Support people in creating their own solutions.</b></p> <p>STAGES: Global</p>	<p><b>Enable people to plan over time.</b></p> <p>STAGES: Planning, Shopping</p>	<p><b>Visualize the trip for planning and booking.</b></p> <p>STAGES: Planning, Shopping</p>	<p><b>Arm customers with information for making decisions.</b></p> <p>STAGES: Shopping, Booking</p>	<p><b>Improve the paper ticket experience.</b></p> <p>STAGES: Post-Booking, Travel, Post-Travel</p>	<p><b>Accommodate planning and booking in Europe too.</b></p> <p>STAGE: Traveling</p>
<p><b>Make your customers into better, more savvy travelers.</b></p> <p>STAGES: Global</p>	<p><b>Engage in social media with explicit purposes.</b></p> <p>STAGES: Global</p>		<p><b>Connect planning, shopping and booking on the web.</b></p> <p>STAGES: Planning, Shopping, Booking</p>	<p><b>Aggregate shipping with a reasonable timeline.</b></p> <p>STAGE: Booking</p>		<p><b>Proactively help people deal with change.</b></p> <p>STAGES: Post-Booking, Traveling</p>	<p><b>Communicate status clearly at all times.</b></p> <p>STAGES: Post-Booking, Post Travel</p>

Information sources: Stakeholder interviews, Cognitive walkthroughs, Customer Experience Survey, Existing Rail Europe Documentation

Process types: Ongoing, non-linear (circular arrow), Linear process (straight arrow), Non-linear, but time based (wavy arrow)

# A Day in the Life of Joe Consumer

The typical person leaves electronic fingerprints everywhere, unaware of how such traces can be combined with other data bases for sale or rent, and used in unexpected ways.

Here are examples from a composite consumer day, based on actual practices. *NINA BERNSTEIN*



	Telephoning	Driving	Sending E-mail	Dining	Getting Prescriptions	Shopping	Mail Ordering
<b>ACTIVITY</b>	Joe calls an 800 number to check the pollen count.	Rushing to work, Joe inadvertently runs a red light.	At work, Joe criticizes his boss in E-mail to a friend.	Joe eats lunch at a restaurant that records each order on a computer.	Joe stops at the pharmacy to fill a tranquilizer prescription.	At the supermarket, Joe uses a discount shopper's card.	Before bed, Joe orders cufflinks and silk boxer shorts from a catalogue.
<b>DATA CAPTURE</b>	Joe's number is caught through Caller ID; his name and address are pulled from a public records data base.	Though the intersection is empty, a video camera captures his license number.	Joe's company reviews employee Internet activity and keeps copies of all E-mail.	Joe pays by credit card, linking his account number to his order of a bacon cheeseburger and fries.	His name, the drug and his doctor become part of the data base of the pharmacy chain.	The card links Joe's identity to every item he buys.	He pays by American Express, which adds his name to lists of "buyers of expensive jewelry."
<b>FIRST USE</b>	Joe is put on a list of allergy sufferers; it is sold to a drug company marketing allergy pills.	Joe is sent a traffic ticket in the mail.	After Joe's boss reads the E-mail, Joe is dismissed.	The restaurant checks his credit standing and sends him a discount offer.	The chain is part of a pharmaceutical company that combines the data with lists of magazine subscribers.	The supermarket chain uses a data-mining service to create profiles of its most profitable customers.	The catalogue company puts his name on a list of "male buyers of sexy lingerie" and trades it with other companies.
<b>LATER USE</b>	The list is linked with a profile of Joe and he is sent a coupon for the company's allergy medication.	Joe's insurance company finds the violation in a data base search and raises his rates.	Joe's unsuccessful lawsuit to regain his job shows up when a prospective employer uses an Internet investigation service.	The restaurant goes bankrupt and its list of men who are bacon cheeseburger lovers goes on the information market.	A rival tranquilizer company advertises in Joe's favorite magazine; company mailings urge Joe's doctor to switch.	Joe is deemed a prized customer and gets electronically-generated discounts; less loyal customers pay more.	Within two weeks Joe will receive four jewelry catalogues, five lingerie catalogues and a sex-videotape offer.

# Asset Maps





Hopside senior community

New Bridge Apartments

Jiveh sports

Longley Variety

Zion Hill Helping Hands for Youth

Sturdon Variety

St John's Community Services

Interplay connecting child care

Flower Hill

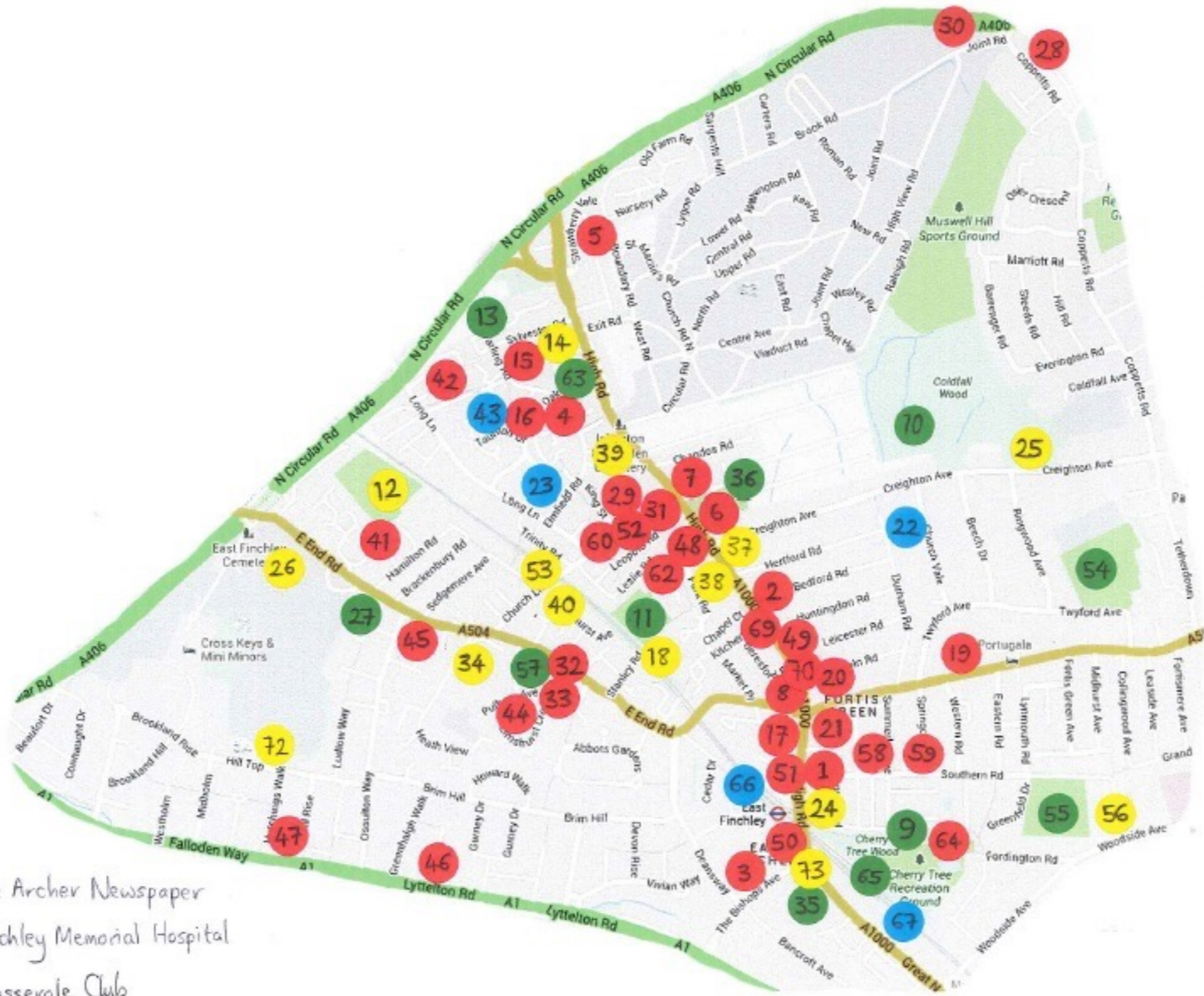
Indy

School 56

National Apartments LLC

Martindale on the Monon

- 61 The Archer Newspaper
- 68 Finchley Memorial Hospital
- 71 Casserole Club



# Plans-on-a-Page, Logic Models, & Goal Trees



The Community Education Coalition is a partnership of education, business, and community leaders focused on aligning and integrating the Columbus, Indiana and region's community learning system with economic growth and a high quality of life.

## WHAT DIFFERENCE DO WE MAKE

The Outcomes and Results

## WHO WE ARE

The Stakeholders

### Education

- Bartholomew Consolidated School Corporation\*
- Flatrock-Hawcreek School Corporation\*
- Ivy Tech Community College\*
- IUPUC\*
- Purdue College of Technology\*

### Business (100+ Partners)

- Cummins Inc.
- Columbus Regional Health\*
- SIHO Insurance Services
- Johnson Ventures
- Coca-Cola Bottling Company Brands Inc.
- Force Construction
- Analytical Engineering Inc.
- Home News Enterprises

### Community

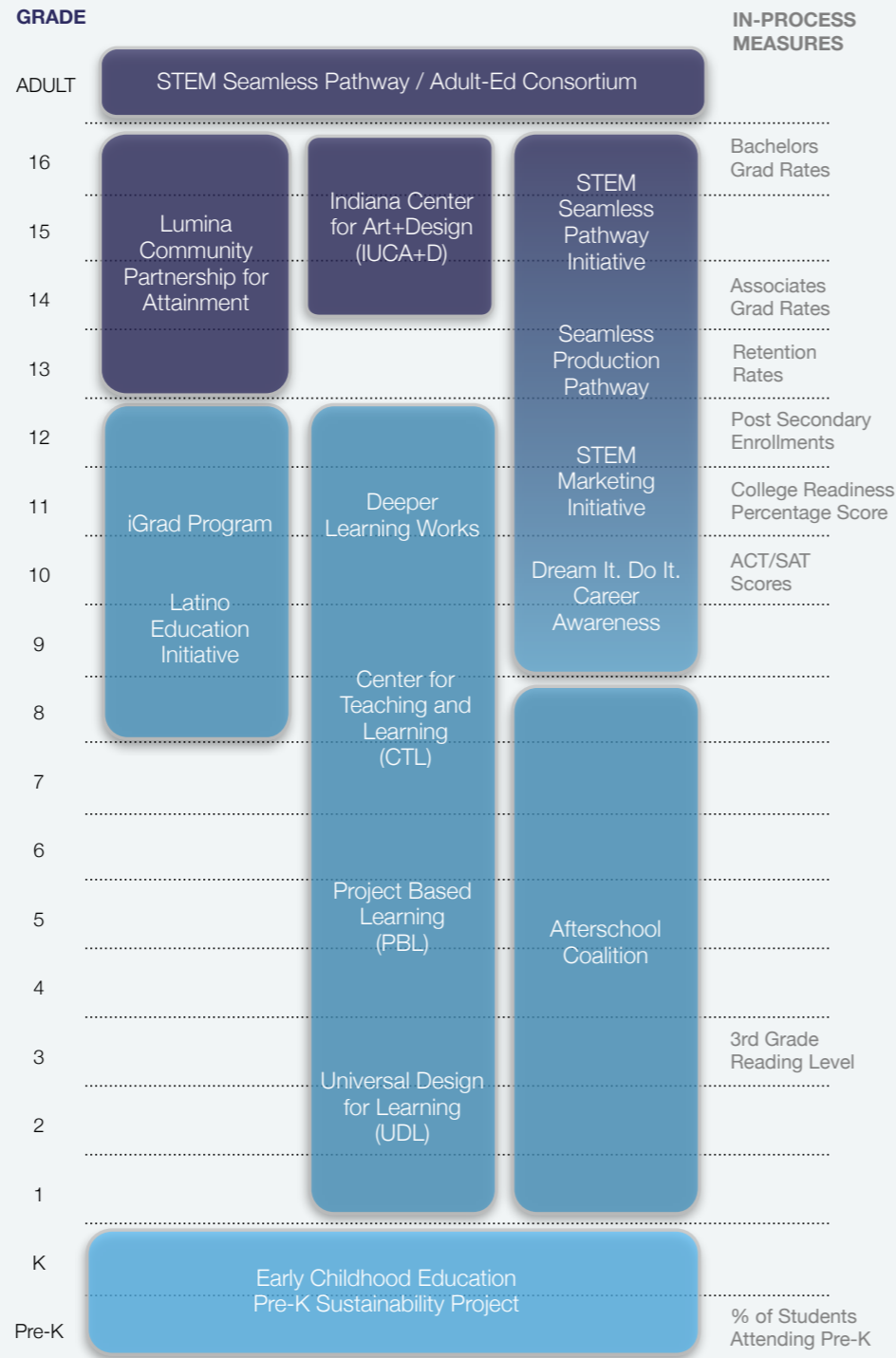
- Heritage Fund\*
- City of Columbus\*
- County Commissioners\*
- Board of Aviation Commissioners\*
- Workforce Development\*
- Columbus Chamber
- Economic Development Board
- United Way of Bartholomew Co.

### Regional Partners

- EcO<sub>15</sub> Ten County Region Network
- Institute for Coalition Building

## HOW WE DO OUR WORK

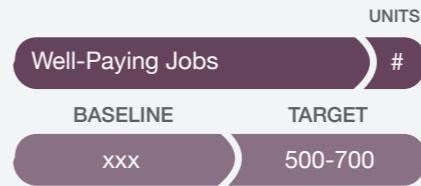
The Projects and Initiatives



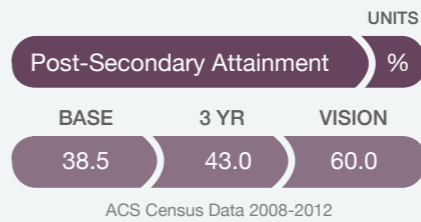
## WHAT ARE OUR TARGETS

The Outputs We Measure

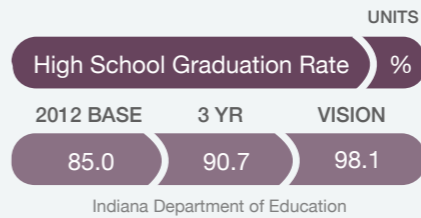
### Matching Skilled People with Well-Paying Work



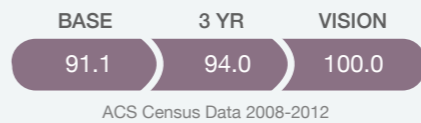
### 60% of Adults with Postsecondary Degrees or Certifications by 2025



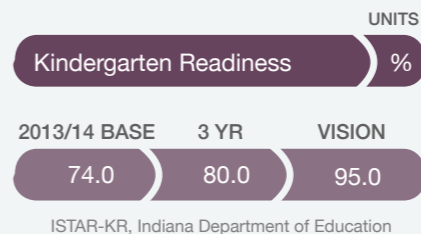
### All Students Graduate from High School



### Adults Age 25+



### All Children Ready for Kindergarten



All data for Bartholomew County, Indiana

### Stakeholder Engagement and Collaboration

- ▶ Increased cooperation among the business, community, and education stakeholders
- ▶ Increased communication among education institutions to advance learning
- ▶ Better coordinated and aligned learning system

### The Economic Benefits

- ▶ A fully employed and employable workforce
- ▶ Healthier tax base
- ▶ Increased economic prosperity
- ▶ Better prepared and work-ready labor force with the necessary hard and soft skills
- ▶ More efficient and effective businesses
- ▶ Increased value of a two-year degree recognized by industry and community

- ▶ More companies choosing to grow and locate in the region
- ▶ Improved talent retention of young people staying in the region after graduation

### The Social Benefits

- ▶ Safer and healthier community
- ▶ Increased educational and career opportunities for students and the community
- ▶ Increased civic engagement
- ▶ Increased self-sufficiency
- ▶ Stronger family environment
- ▶ Better tolerance of differences
- ▶ Better understanding by youth of how school translates into workplace opportunities

### The Equity Imperative

- ▶ Increased educational access, attainment, and success
- ▶ Increased awareness of the value of higher education
- ▶ Higher rates of at-risk youth going to college



**DRAFT - Cradle to Career: Louisville - DRAFT**

**GREATER LOUISVILLE EDUCATION & WORKFORCE PARTNERSHIP:  
CITYWIDE ACCOUNTABILITY FOR CRADLE-TO-CAREER PIPELINE**

*(Convened by the Mayor to provide connectivity across pipeline)*

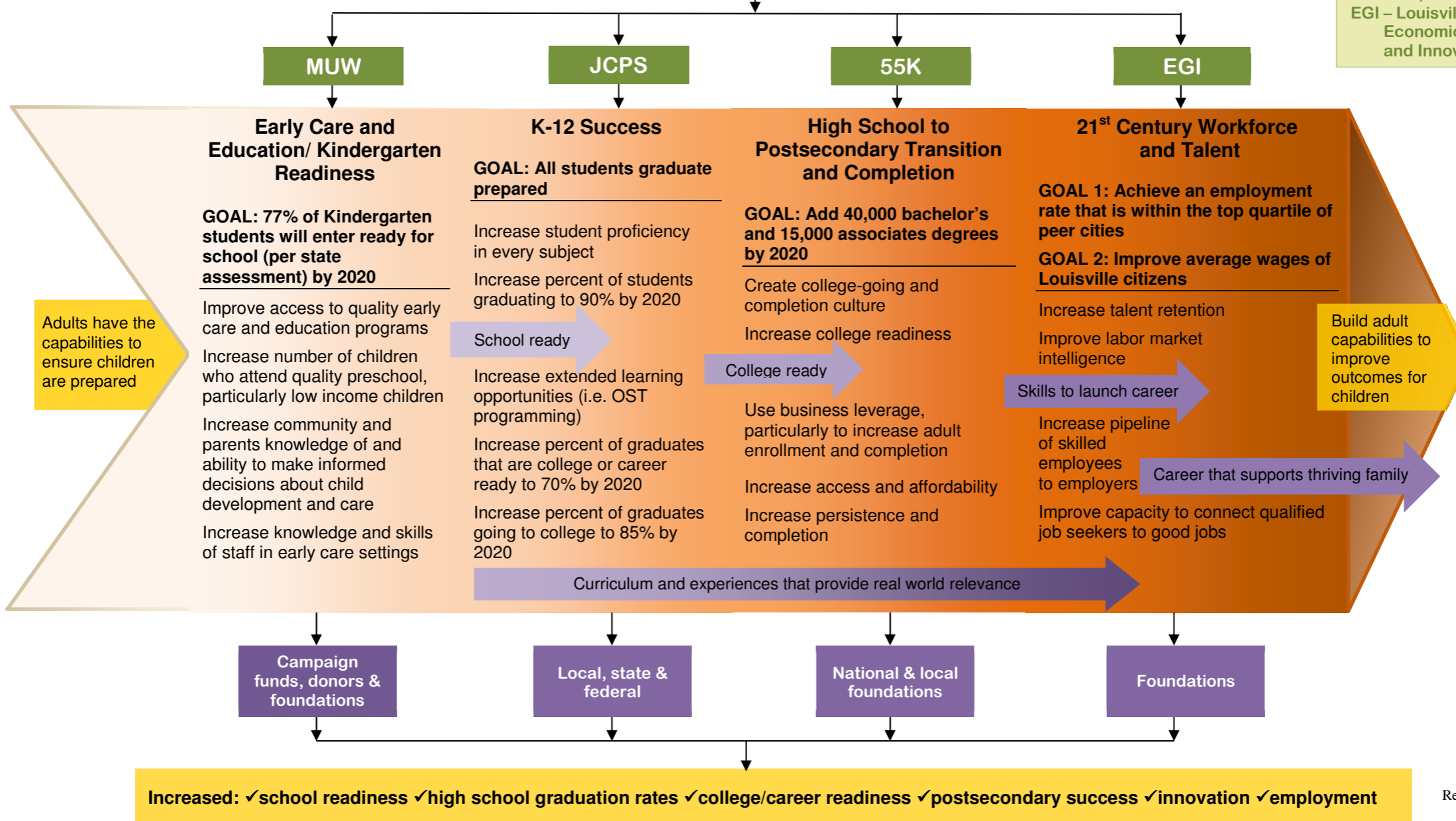
**KEY**  
 MUW – Metro United Way  
 JCPS – Jefferson County Public Schools  
 55K – 55,000 Degrees  
 EGI – Louisville Metro Economic Growth and Innovation

CONVENER

METRICS FOR POTENTIAL ACTION NETWORKS

FUNDERS

OUTCOMES



Revised 3/20/14

For more information contact Tony Peyton, Policy Director for Mayor Greg Fischer, [louisvilleky.gov](http://louisvilleky.gov), 502 574-1905

# GOAL TREE

CYD applies the CivicLab’s Stakeholder Engagement Process to address complex challenges and collectively achieve system-level change to improve the lives of our youth and their families.

*Last updated: Dec 12, 2017*

**WHAT IS THE VISION?**  
THE GRAND CHALLENGE

**How can we work together to ensure that every child is healthy, safe, educated, engaged, and supported throughout Bartholomew County?**

**WHAT ARE THE GOALS?**  
KEY PRIORITIES

- SOCIAL EMOTIONAL WELL-BEING
- YOUTH EMPOWERMENT
- FAMILY ENGAGEMENT
- PROFESSIONAL DEVELOPMENT
- ADVOCACY
- COLLECTIVE IMPACT

**WHAT IS OUR WORK?**  
THE STRATEGIC FOCUS AREAS

- Youth Engagement Mapping Project
- Responsive Youth-Serving Programs
- Innovative Youth-Led Programs
- Family Engagement Interest Survey
- Coordinate and Expand Developmental Assets Education For Families
- Community Coordination of Wellness Resources
- Developmental Assets Cross-Sector Training
- Annual Professional Development Events Schedule
- Coordination of Benchmark Data Sharing

**WHAT ARE THE STANDARDS?**  
THE OUTPUTS WE MEASURE

MEASUREMENT	TARGET
Postsecondary Attainment	60%
High School Graduation	98%
Juvenile Detention	Decrease
Youth Suicide	Zero
Student Attendance	Increase
Child Abuse & Neglect	Decrease
CHINS Cases	Decrease
Developmental Assets Profile	Growth
Indiana Youth Survey	Improve

- HEALTH
- SAFETY
- EDUCATION
- ENGAGEMENT
- SUPPORT

**WHAT DIFFERENCE DO WE MAKE?**  
THE OUTCOMES AND RESULTS

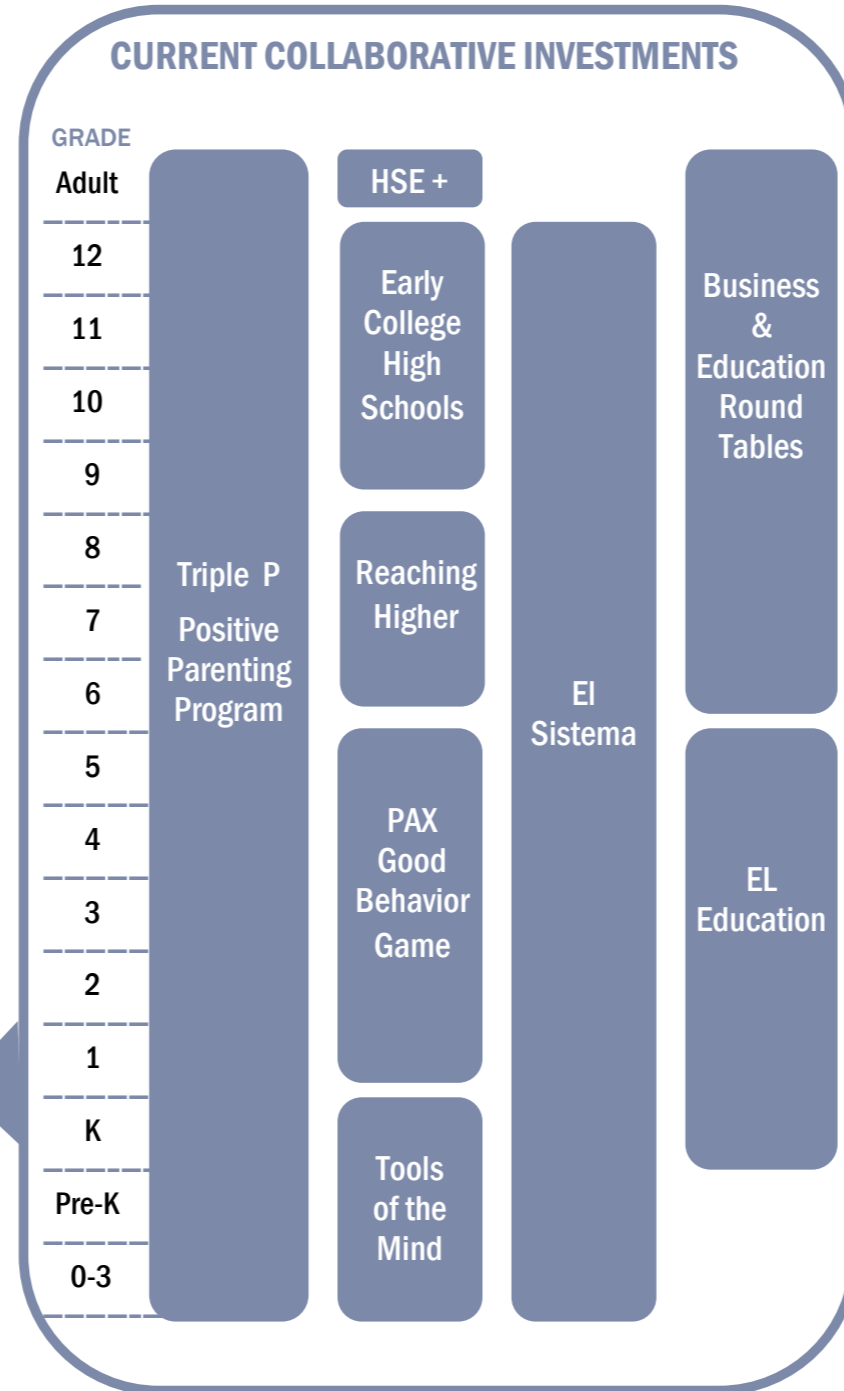
# HORIZON EDUCATION ALLIANCE MODEL OF CHANGE

## COLLABORATION

WHO WE ARE	HOW WE WORK	OUR NETWORK OUTPUTS
Adult Learning Network	Stakeholder Engagement Process	Dynamic Network Maps
College & Career Network	Design, Monitoring, Evaluation	Systems Alignment
Middle Education Network		Mutually Reinforcing Activities
Early Education Network		Collaborative Investments
Parent Engagement Network		



## INNOVATION



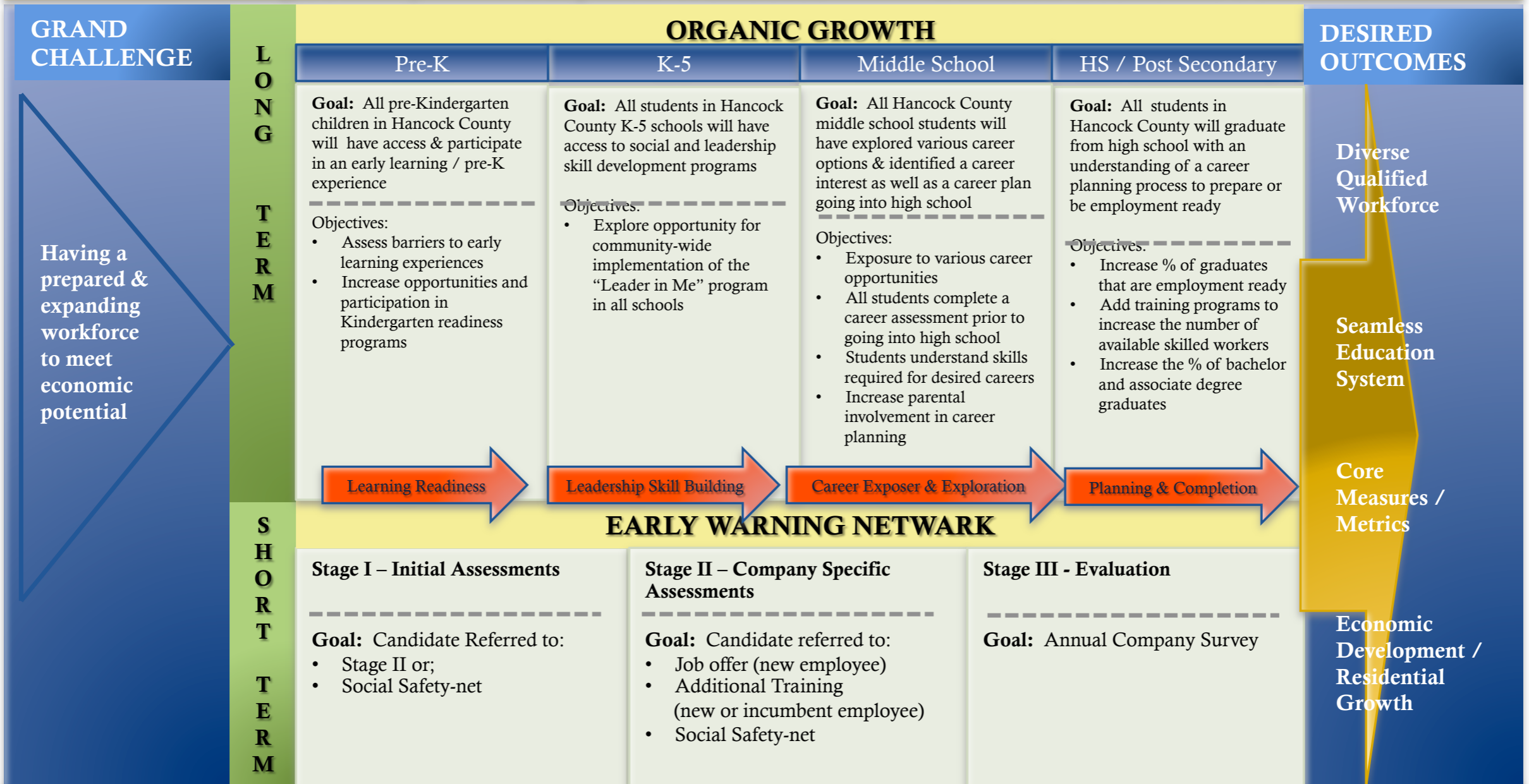
## TRANSFORMATION

OUTCOMES		
PERFORMANCE	LIFESPAN	COMMUNITY
Strong Networks	Adult Educational Attainment	A Creative, Educated, and Skilled Workforce
Diverse, Multi-Sector Stakeholder Engagement	Post-Secondary Completion	A Culture of Lifelong Learning
Broad Reach of Initiatives	High School Graduation	Engaged Families & Communities
High Quality Implementation	21st Century Skills	
Effective Use of Data	8th Grade Academic Success	Equity
	3rd Grade Reading	
	Kindergarten Readiness	

# Cradle to Career to Next Generation

## Workforce Elevation

Learning Journey → Prepared Workforce → Fulfilled Economic Potential



### Partners: Education

- The University of Findlay
- Owens Community College
- Brown Mackie
- Findlay City Schools
- Hancock County Schools
- Ohio College Tech Prep
- Private Schools
- Parochial Schools

### Business

- Blanchard Valley Health System
- Marathon Petroleum Corporation
- Cooper Tire & Rubber
- GSW Manufacturing
- Ball Metal
- Nissin Brake
- Rowmark

### Coordination: Economic Development Community

- Sanoh
- The Right Thing
- Whirlpool
- CentraComm
- Findlay Publishing Company
- Garner Transportation Group
- National Lime & Stone

### Community

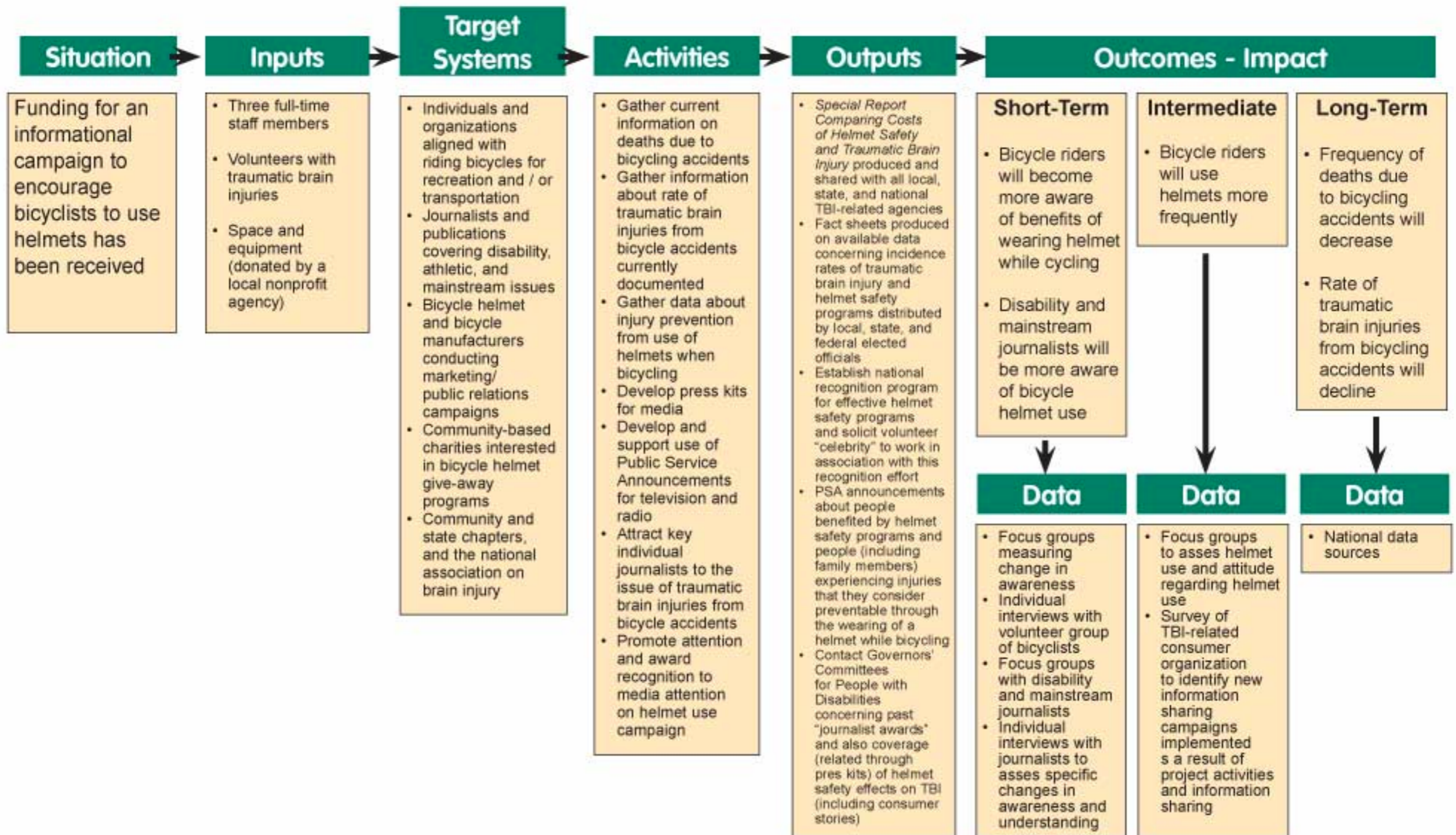
- Findlay-Hancock Co Library
- The Arts Partnership
- 4-H
- Boy Scouts
- Camp Fire Northwest Ohio
- Findlay Young Professionals
- Literacy Coalition
- United Way

### Public

- Veteran's Administration
- The Alliance
- Downtown Findlay Improvement
- Hancock County Homebuilders
- Junior Achievement
- The Community Foundation
- The Chamber Foundation
- Hancock Co, Commissioners
- City of Findlay
- Ohio Means Jobs
- State of Ohio
- JobsOhio

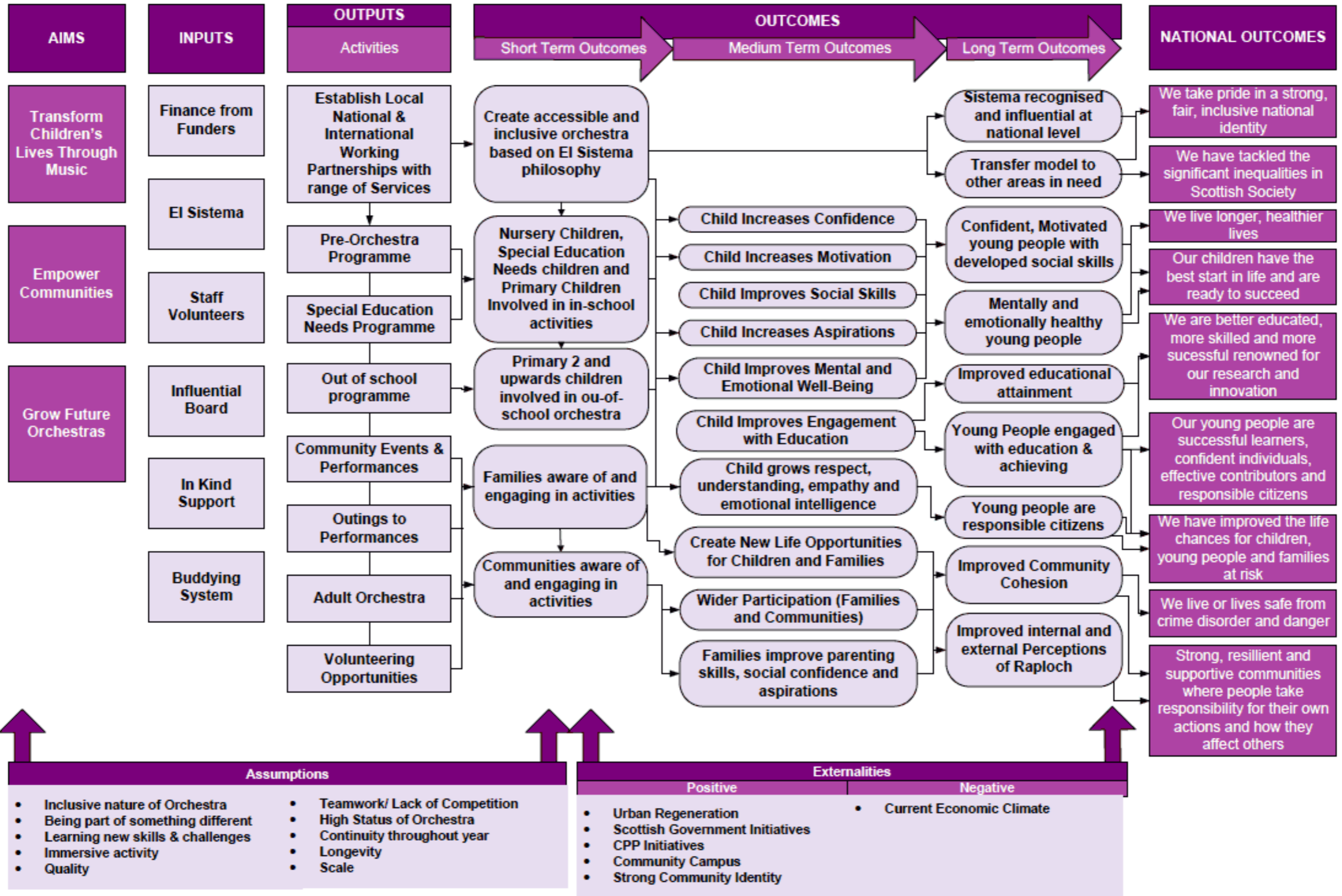


# Bicycle Helmet Public Information Campaign



**Dissemination Planning and Actions/Intensive Utilization Activities**

# Sistema Big Noise Children's Orchestra Logic Model





**VISION**

The Grand Challenge

**GOALS**

The Few Things That Matter

**HIGH IMPACT PROJECTS**

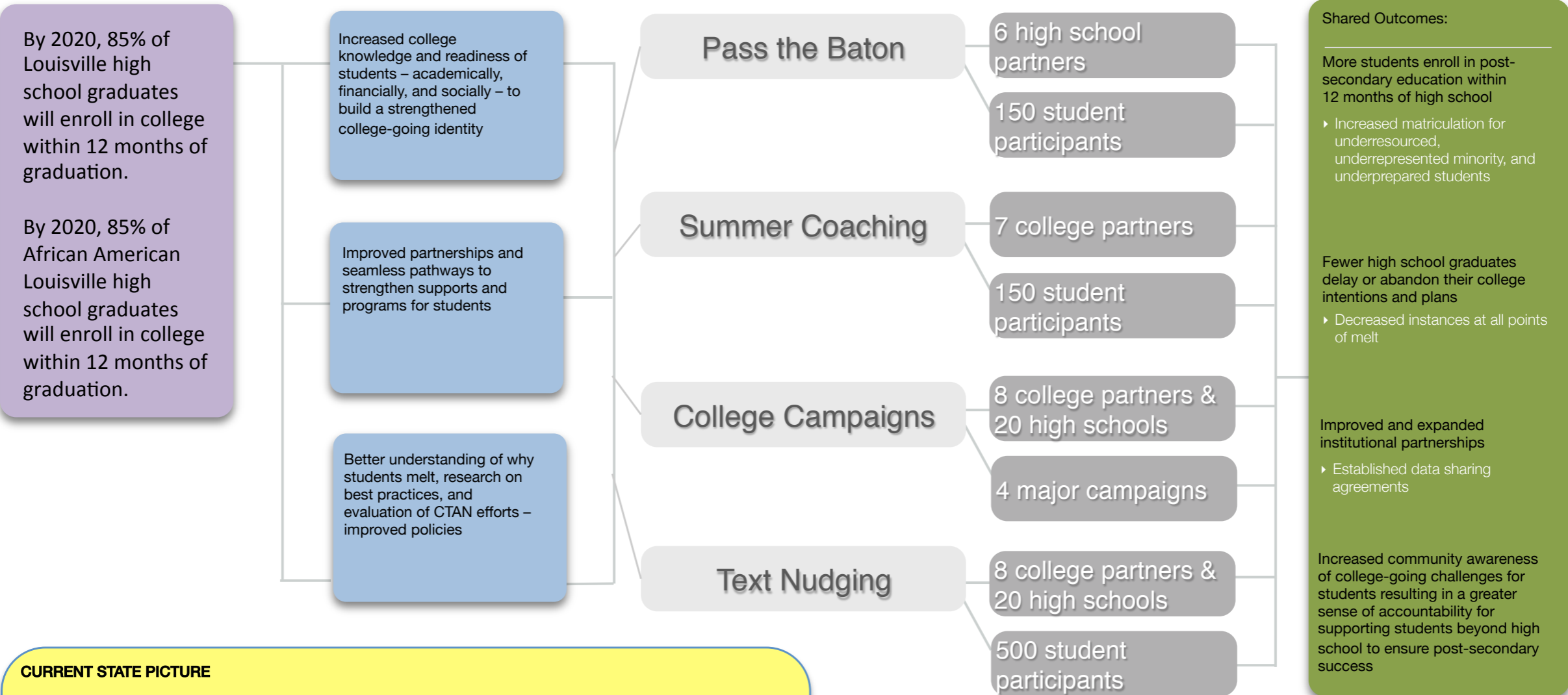
The Strategic Focus Areas

**METRICS**

The Outputs We Measure

**THE DIFFERENCE WE MAKE**

The Outcomes and Results



**CURRENT STATE PICTURE**

The JCPS college-going rate has declined for the past 6 years among graduating seniors from a high of 68% in 2007 down to 61% in 2012.

The college “intender vs. attender” gap is a national phenomenon also known as “Summer Melt.”

Of the JCPS class of 2013, 20% of seniors demonstrated an intention to go to college, but did not enroll the fall following graduation. The most salient characteristics of the profile of JCPS “intenders” included: 84% Pell-eligible, 82% ACT < 20, and 57% first-generation college-goer.

This profile may indicate that the greatest barriers to college going for this population are college-going mindset, financing college, academic readiness, and college knowledge/support.



**OUR IMPACT**

Our Purpose and Vision

**Our Purpose**

The Tri-County Cradle to Career Collaborative (TCCC) is a community-wide movement focused on improving education outcomes from birth to workforce readiness in Berkeley, Charleston and Dorchester Counties, South Carolina. We are businesses, school districts, institutes of higher education, non-profits and other committed partners, working together to make more efficient and effective use of resources devoted to improving education in our region. Ultimately, we will increase student success, a skilled workforce and economic prosperity for all through collaborative networks creating widespread systemic change.

**Our Vision**

- Every child will be prepared for school.
- Every child will be supported in and out of school.
- Every child will succeed academically.
- Every child in the tri-county region will graduate from high school prepared for either further education or employment in the modern workforce.
- Every student enrolled in postsecondary education will complete successfully and will enter a career.

**HOW WE WORK**

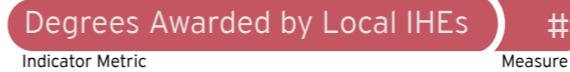
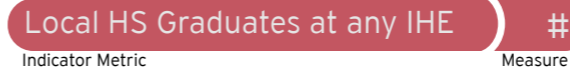
Our Initiatives

Grade	Core Indicator	Metric*
Adult		
16	Postsecondary Completion (2 & 4 year degrees & certificates)	Awarded to Local High School Graduates & by Local IHEs
15		
14		
13	Postsecondary Enrollment	Local High School Graduates Enrolled in Any IHE
12	High School Graduation	Students Graduating within 4 Years of Entering 9th Grade
11		
10		
9		
8	8 <sup>th</sup> Grade ELA & Math	PASS Mean Score & % Met or Exceeded Grade Level Standard.
7		
6		
5		
4		
3	3 <sup>rd</sup> Grade ELA & Math	PASS Mean Score & % Met or Exceeded Grade Level Standard.
2		
1		
K	Kindergarten Readiness	mCLASS:CIRCLE (New Assessment Tool - Details TBD)
Pre-K		

**OUR TARGETS**

Our Measured Outputs

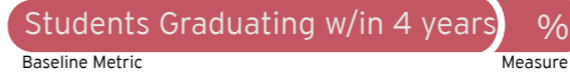
**Postsecondary Completion**



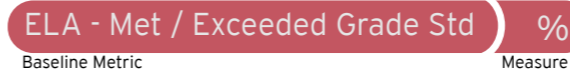
**Postsecondary Enrollment**



**High School Graduation**



**8<sup>th</sup> Grade PASS Scores**



**3<sup>rd</sup> Grade PASS Scores**



**Kindergarten Readiness**



**Education Partners**

- Berkeley County School District
- Charleston County School District
- Dorchester District Two
- Dorchester District Four
- Charleston Southern University
- Charleston School of Law
- The Citadel
- Clemson University
- College of Charleston
- Medical University of South Carolina
- Trident Technical College
- University of South Carolina

**100+ Business Partners**

- The InterTech Group
- Blue Cross Blue Shield of SC
- MeadWestvaco
- South State Bank
- Robert Bosch, LLC
- Alcoa Mt. Holly
- Bank of America
- BB&T
- Berkeley Electric Cooperative
- Boeing SC
- Cummins Turbo Technologies
- Daniel Island Company
- Hagemeyer North America
- Nelson Mullins Riley & Scarborough
- Roper Saint Francis Healthcare
- Santee Cooper
- SCE&G - A SCANA Company
- Select Health of South Carolina
- TD Bank
- Wells Fargo Foundation

**Community Partners**

- Charleston Metro Chamber of Commerce
- Charleston Regional Development Alliance
- Coastal Community Foundation
- Herzman-Fishman Foundation
- Home Telecom
- Kohlheim Family Fund
- Legasey Family Fund
- Patrick Family Foundation
- South Carolina Community Loan Fund
- Trident United Way

**Economic Cluster:** Advanced Manufacturing  
**Career Pathway:** Electronic Careers Pathway

**2015 average annual wage in Indiana: \$59,370**  
*(Average based on Career Technical Education &/or Associate's Degree)*

**Job Titles:** Electronics Technician, Industrial Electrician, Biomedical Electronic Service Technician, Electronics & Micro Engineering, Computer Systems Engineering, Electrical & Electronic Engineering, Information Technology & Telecommunications Specialist

VERSION 1.2

TALENT  
ECOSYSTEM

**Co-Created Educator/Employer Recruitment Strategies**

Teachers	Youth	Under/Unemployed Workers	Adults with Some College	Incumbent Workers
Teacher Externships and Workplace Tours with Regional Employers				
	Dream It. Do It. Career Awareness Campaign		You Can Go Back	
	Dream It. Do It. Champions		Employer Sponsored Campaigns	
	Employer Skilled Trades Recruitment	Bartholomew County Works		

**Education Pathway**

	7	8	9	10	11	12	13	14	15	16
<b>Stakeholders</b>			Communications and Technology @ C4							
Bartholomew Consolidated School Corporation				Computers in Design and Production						
C4 CareerTech Ed.				Introduction to Engineering Design						
				Design Electronics						
					Electronics and Computer Technology @ C4					
						Electronics and Computer Technology @ C4				
Ivy Tech Community College							Electronics and Computer Technology			
Purdue Polytechnic Columbus								Industrial Technology		
Regional Employers:										
- Cummins Inc. - Toyota										
- Enkei - Caltherm										
- NTN Drive Shaft - NSK										
- Honda - Mactec										
- Corel										
- Faurecia										
								Internships and Apprenticeships		
									Learn to Earn Programs	
									Tuition Reimbursements	

**Shared Measurement Scorecard**

	2013 Enrollments (Baseline)	2015 Fall Enrollments (Goal)	2015 Fall Enrollments (Actual)	2016 Fall Enrollments (Goal)
Communications and Technology @ C4				
Computers in Design and Production				
Introduction to Engineering Design				
Design Electronics				
Electronics and Computer Technology @ C4	27	32	63	38
Electronics and Computer Technology	00	00	00	00
Industrial Technology	00	00	00	00
Internships and Apprenticeships	2	6	7	7

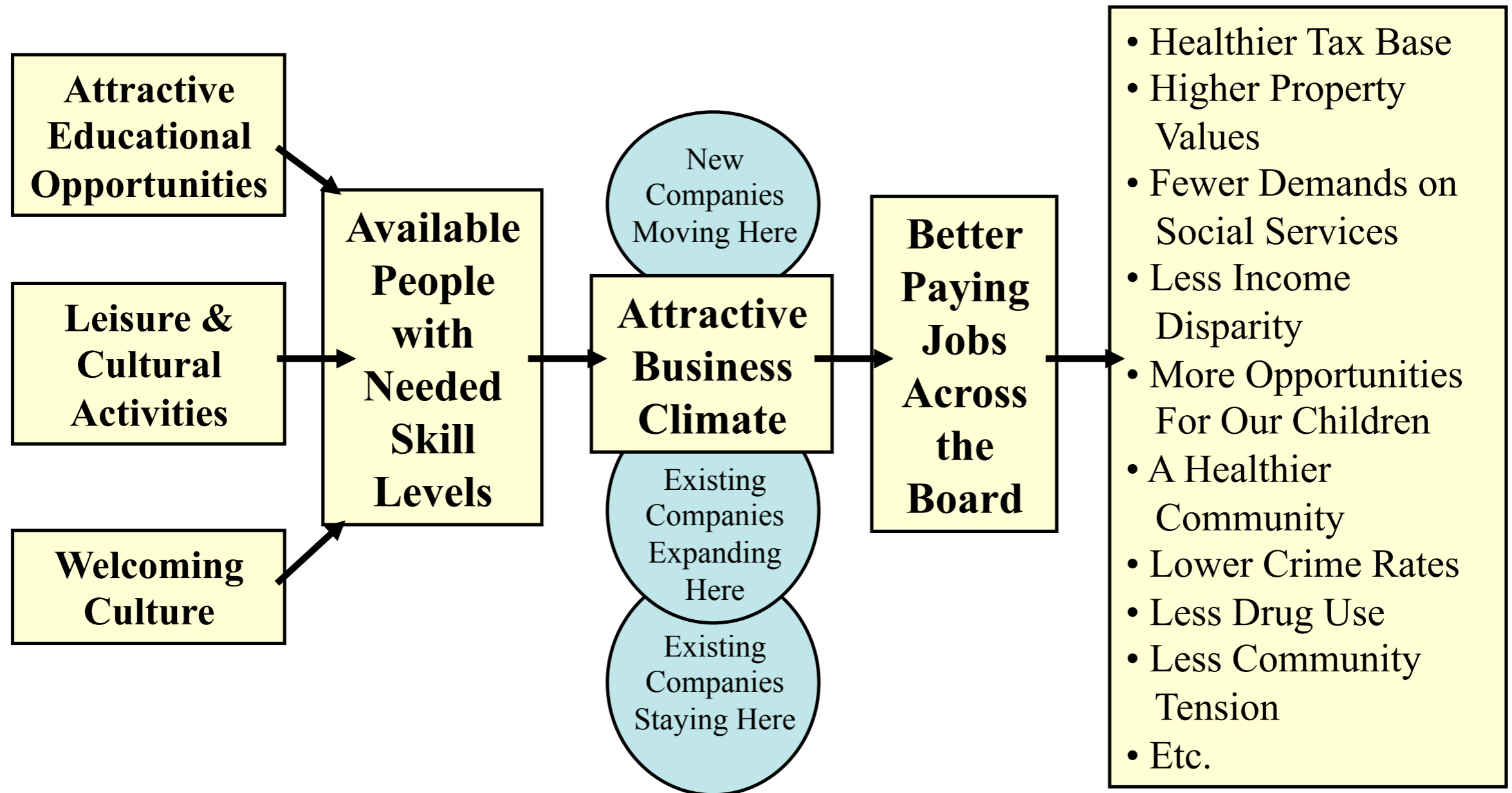
**Careers One-Level Up**



**Events and Outreach Calendar: 2016**

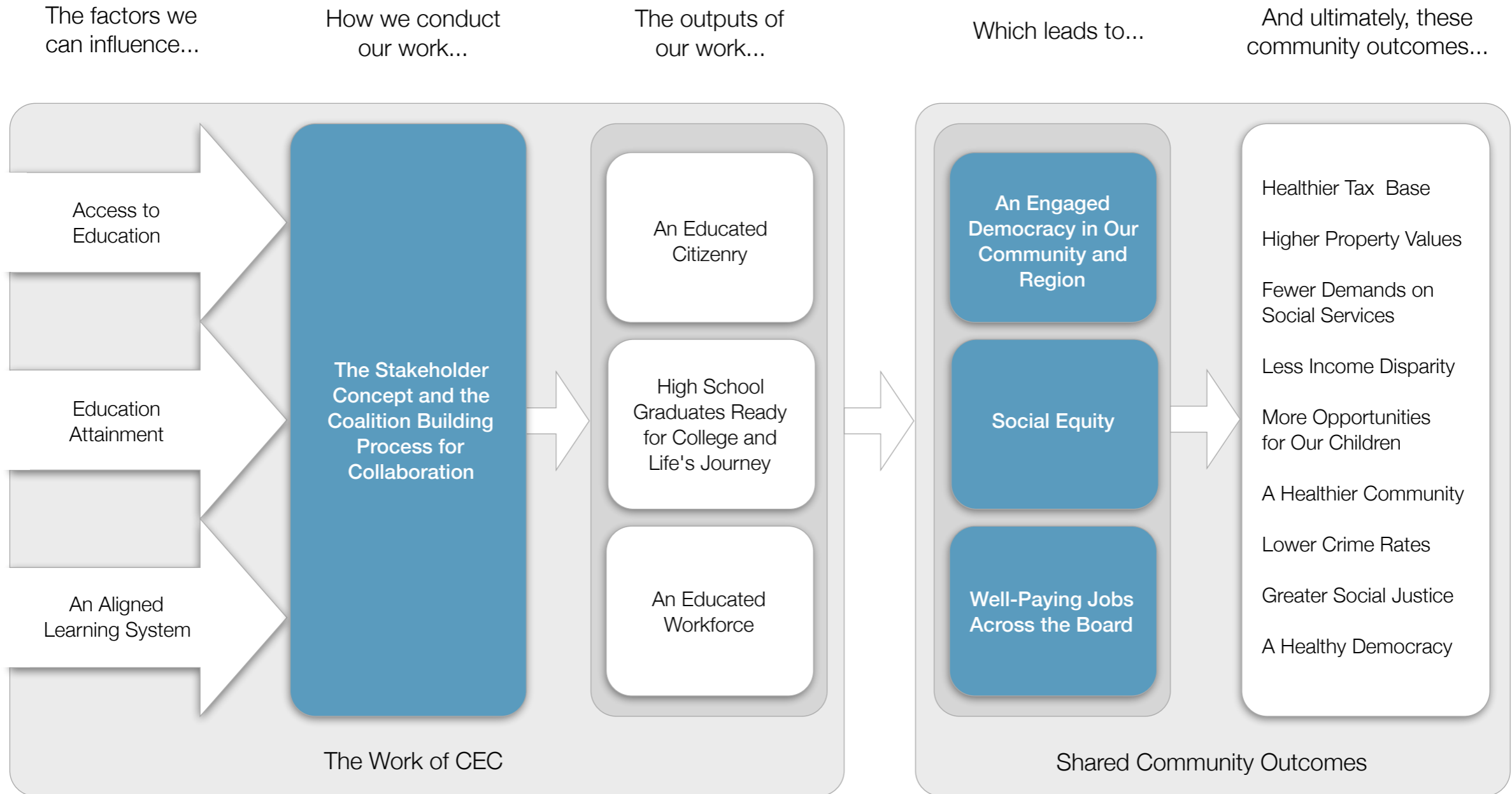
DATE	EVENT (ESTIMATED INDIVIDUALS REACHED)
9/17	Career Fair, Columbus Learning Center
9/29	Plant Tours and Teacher Externships
10/1	Industry Presentation/CARRS & Keystone
10/20	Resume writing presentation for skilled trades Jrs and Srs
11/3	Interview presentation for skilled trades Jrs and Srs
11/9	Jr/Sr Skilled Trades Tours
11/17	Industry Field Trips Keystone/CARRS
1/12	Resume Presentation to C4 Engineering Students
1/20	Career Fairs and C4 Open House
1/26	Interview presentation to C4 Engineering Students

# Critical Issues

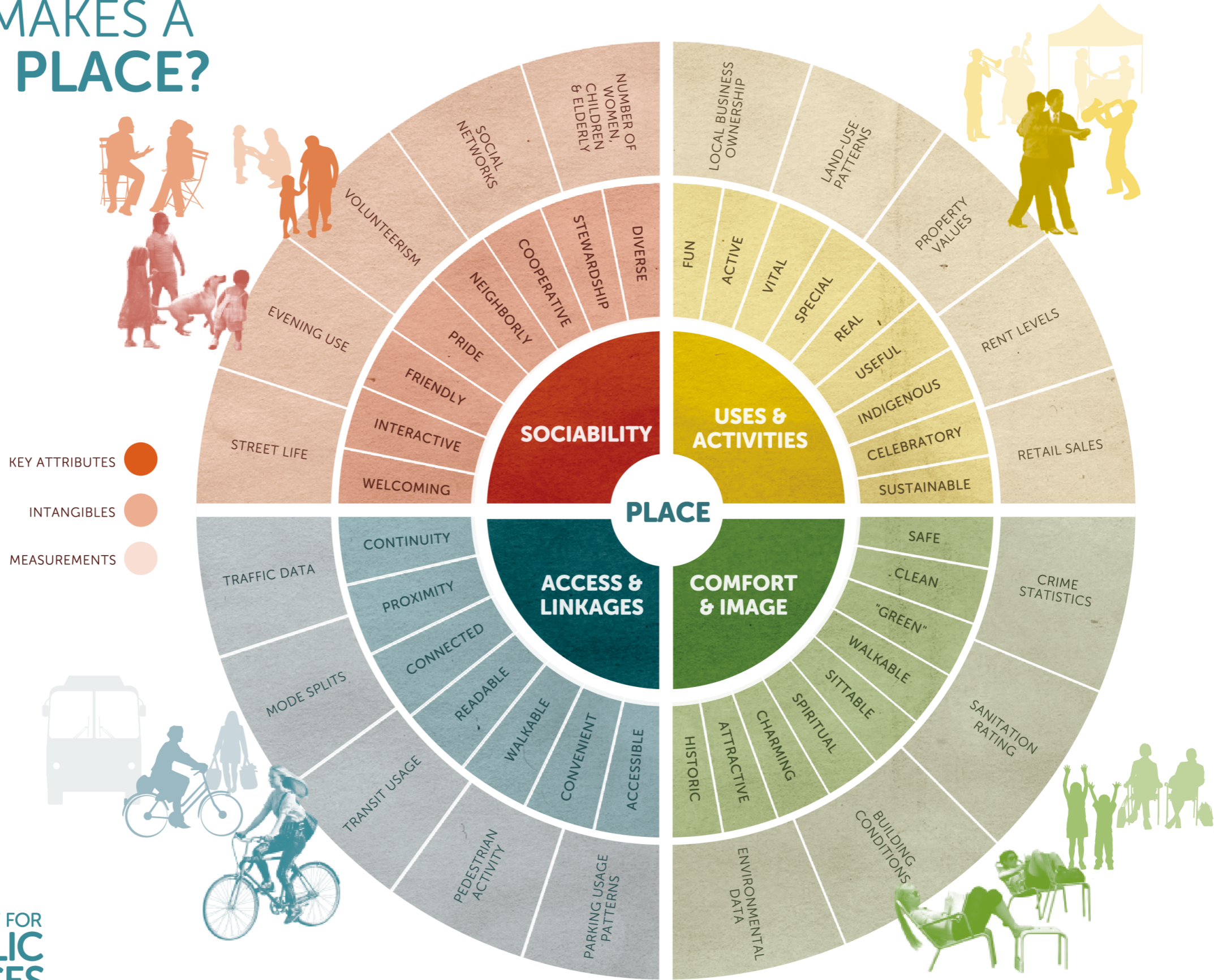




## The Community Education Coalition's Theory of Change



# WHAT MAKES A GREAT PLACE?





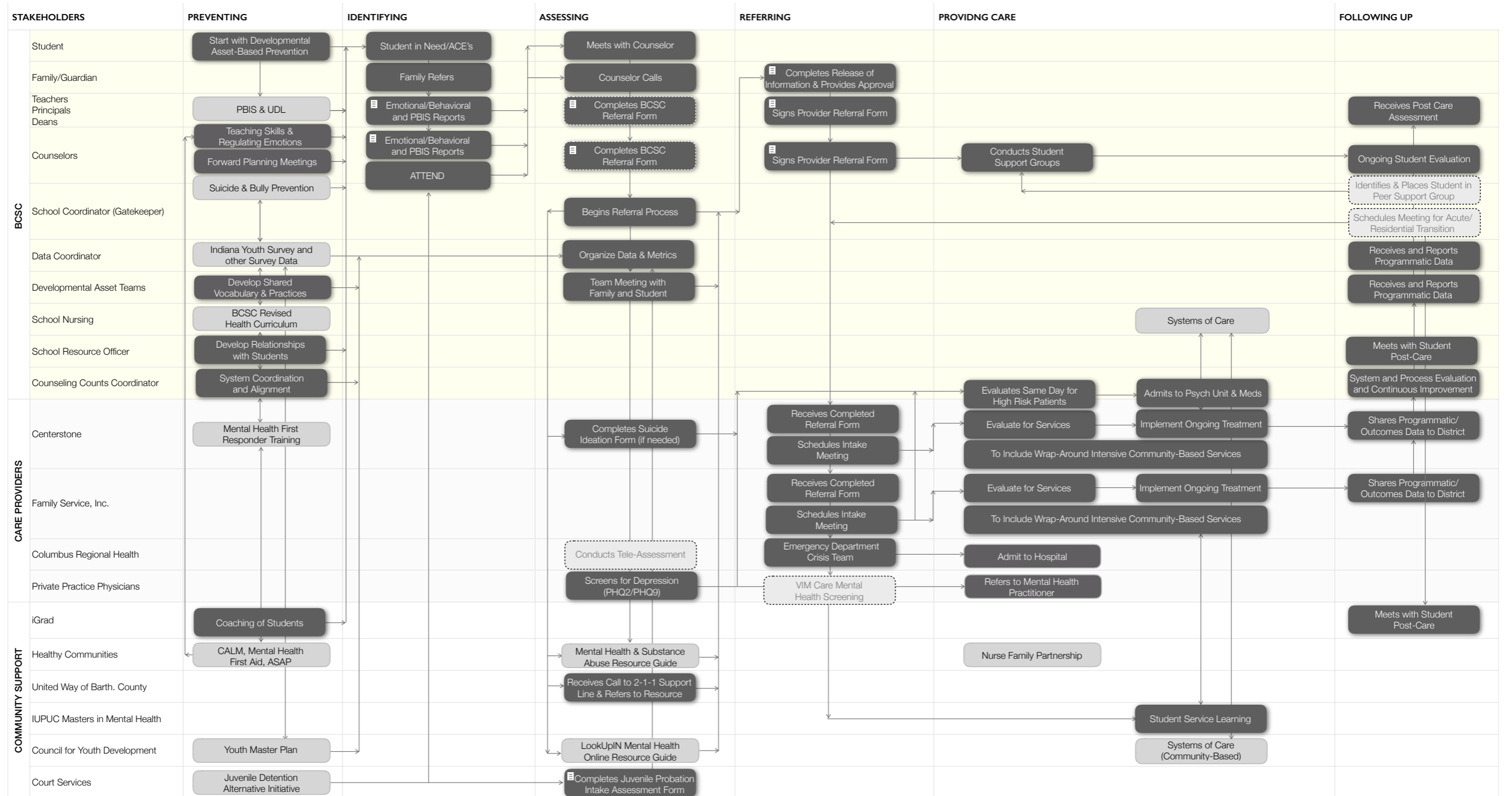
# Work-Flow Process Maps



# Counseling Counts Community Mental Health Student Support Process

Bartholomew Consolidated School Corporation  
and the community of Columbus, Indiana

VERSION 1.0



■ Program or Resource    📄 Documentation    ■ Process Steps    ..... Future Investments    → Then What

