

**CHARTING A COURSE FOR CHANGE
IN EDUCATION, INCOME AND HEALTH:
TOOLS TO HELP YOU NAVIGATE**

APRIL 2013

GIVE. ADVOCATE. VOLUNTEER.

UnitedWay.org

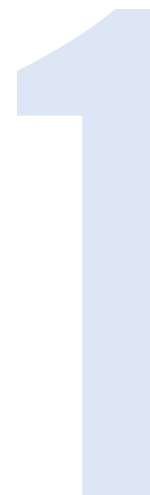
LIVE UNITED



Need help in mapping out a pathway to make lasting change in your community's education, financial stability or health outcomes?

Charting a Course for Change: Advancing Education, Income and Health Through Collective Impact spells out strategies and approaches to consider, and the best roles for United Ways. Find it on United Way's web site, at <http://www.unitedway.org/chartingacourse>.

To help you navigate this pathway, United Way Worldwide's impact team has created many tools and gathered the best from our partners. This toolkit brings together the latest reports, issue briefs, toolkits and online resources that may be most helpful as you start — or scale up — your community change efforts. If you need more support, please contact us at EIHImpact@unitedway.org.



GETTING STARTED

LISTENING FIRST

What do people in your community want, think and need? Listening is at the heart of community engagement. Use these tools to plan, conduct, analyze and promote community conversations as an integral part of your change strategy. <http://online.unitedway.org/harwood>.

CREATING COMMUNITY-BASED STRATEGIES

Lasting change is rooted in community-wide and community-based strategies, informed by local perspectives, data, conditions and expertise (and created with partners). Learn more at <http://online.unitedway.org/communityimpact>, and check out these tools:

- **Is This a Good Community Impact Strategy?**
<http://online.unitedway.org/impactstrategy>.
- **Building Outcome-Focused Strategies**
<http://online.unitedway.org/outcome-focusedstrategy>.
- **Better Data Toolkit**, to help you collect data across systems/programs
<http://www.readyby21.org/toolkits/better-data-toolkit>.

GETTING A JUMP-START

Galvanizing people and organizations around a specific community challenge can help United Ways raise visibility and credibility, engage donors year-round and connect with new supporters, whether as volunteers, advocates, or first-time givers. But that requires United Ways to work in new ways, internally (across functional silos) and externally (beyond the usual community partners). **Jumpstart** is a tool to help you understand United Way's business model, featuring video interviews with experts and network leaders, and connecting you to a wealth of resources. Check it out at http://online.unitedway.org/business_model.

Executing this business model effectively adds velocity to strategy. It helps galvanize people around an issue, and engage them in meaningful action (whether that's giving, advocating or volunteering) to drive solutions. United Ways pioneering mobilization report deeper donor relationships, more campaign revenue – and greater momentum in advancing the common good.

DRIVING EXTERNAL CHANGE THROUGH INTERNAL EXCELLENCE

Creating real change requires your United Way to be operating at peak capacity, internally and in the community. **The Pathway to Mobilization** illustrates the steps and sequencing that help United Ways partner effectively to lead community change. <http://online.unitedway.org/mobpathway>. For lessons, tips and tools from United Ways about aligning internally to mobilize externally, go to <http://online.unitedway.org/mobilization>.



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OPPORTUNITIES FOR ENGAGEMENT

ENGAGING COMMUNITY STAKEHOLDERS

Who needs to be at the table to make lasting change? What efforts are already under way? Which organizations, agencies, and institutions are leading this work? Where are the gaps? Developing and strengthening multi-sector, diverse coalitions is critical to engaging the community and creating a shared vision.

Use these tools to identify key stakeholders, map existing initiatives, and deepen coalitions: <http://www.readyby21.org/toolkits>.

INVOLVING VOLUNTEERS IN MEANINGFUL WAYS

One way to engage your community in improving education, financial stability or health is to offer people meaningful things to do as volunteers year-round. Reading to young children, supporting free tax preparation and coaching sports in afterschool programs are fun and meaningful ways to engage people in advancing the common good. Find out more about how to integrate volunteerism at <http://online.unitedway.org/volunteer>.

TACKLING EDUCATION, INCOME AND HEALTH POLICY

Making lasting change generally requires policy activity at the federal, state or local level. Engaging your community in “little a” advocacy (educating and informing) or “Big A” advocacy (contacting policymakers) can deepen your community engagement and accelerate your community impact. Find advocacy tools at <http://online.unitedway.org/policy101>. Download United Way’s latest federal public policy agenda at www.unitedway.org/policyagenda.

ENLISTING BUSINESS LEADERS AS CHAMPIONS

Given United Way's relationship with employers – and the private sector's interest in building a stronger workforce – engaging business leaders in education is a prime opportunity for United Ways to engage donors more deeply in our work. These tools were created to help engage business leaders in education, but could easily be applied to financial stability and health efforts:

- Created as part of United Way's **Born Learning** public engagement campaign, these two communications toolkits can help you enlist and enroll business leaders as early childhood champions, and deploy those champions effectively in the community. Find the **Making the Business Case** toolkit at <http://www.bornlearning.org/default.aspx?id=253> and the **Business Champion Toolkit** at <http://www.bornlearning.org/default.aspx?id=278>.
- **Supporting the Education Pipeline: A Business Engagement Toolkit for Community-based Organizations** is a toolkit and companion web site that helps you engage the business community in any cradle-to-career education work. <http://cvworkingfamilies.org/businessengagement>.

APPROACHING WORKFORCE CAMPAIGNS STRATEGICALLY

United Way's annual workplace campaign is an ideal opportunity to connect employers and employees more closely with your education, income and health work. People want to do more than write a check, so giving them the opportunity to contribute in meaningful ways – giving, advocating *and* volunteering – and helping them see the connection between their actions and community solutions can add momentum to your community's impact work.

More and more United Ways are approaching workplace campaigns differently – starting with a focus on an issue, but not ending there. This overview of **Enhanced Workforce Campaigns** highlights the difference. Find it at <http://online.unitedway.org/enhancedcampaign>. United Ways taking this approach are creating deeper relationships with donors, renewing energy among partners, and seeing better fundraising results. It's a more relationship-based, issue-focused way of interacting with corporate partners, and it's a win-win.

You may also want to check out these **Discovery Questions**, at <http://online.unitedway.org/discoveryquestions>, designed to help you learn what CEOs and others in corporations care about. Listening, and understanding what drives the company and its leaders, is key to United Way providing a “value add” that advances the corporate goals. Finding the sweet spot between a company's aspirations and passions and United Way's education, income or health work can add powerful momentum to community change efforts.

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IMPROVING EDUCATION, INCOME AND HEALTH

IMPROVING EDUCATION

Here are resources and tools to support your community change work in education. Find more at <http://online.unitedway.org/education>.

FORECASTING COMMUNITY CHANGE

Improving education impacts more than an individual's success in school, work or life. It impacts health, life span and even voter turnout in a community. Check out United Way's interactive **Common Good Forecaster** at <http://apps.unitedway.org/forecaster/> to see how different your community could look if high school graduation rates increased.

ENGAGING AND SUPPORTING FAMILIES

When families are actively involved in supporting a child's learning, attendance, behavior, social skills, grades and chances of graduation improve. This is true for young children, as well as for middle and high school students.

- Use the **Family Engagement for High School Success Toolkit** to learn how to develop strong parent-school-community partnerships that can help at-risk high school students get back on track. www.hfrp.org/HighSchoolSuccessToolkit.
- **United Way Strengthening Families** is a framework that guides United Ways and communities in their development of programs to promote strong families, support healthy child development, and minimize the risk for child abuse and neglect. Use this toolkit as a resource. <http://strengtheningfamilies.unitedway.org/>.

SUPPORTING EFFECTIVE TEACHING

Making sure every child has an effective teacher is an important part of providing opportunities for academic success. Find out how United Ways have engaged their communities in supporting effective teaching in this report, **Supporting Effective Teaching: Lessons Learned**. Download it and additional resources at <http://online.unitedway.org/teaching>.

BOOSTING SCHOOL READINESS

- United Way's **Born Learning** public engagement campaign (at www.bornlearning.org.) offers research-based information for parents to use in everyday moments to help young children be ready for success in school. United Ways and partners can leverage **Born Learning**, download materials and get tips, tools and templates to raise public awareness about school readiness, educate families and drive community action at <http://www.bornlearning.org/default.aspx?id=95>.
- A population measure of how young children are developing in communities in the United States, the **Early Development Instrument** measures five areas of early childhood development. It describes how children are developing, and predicts health, education, and social outcomes. Find out more at <http://teccs.net/about-edi/>. EDI data are a key component of *Transforming Early Childhood Community Systems*, an initiative many United Ways are leading to guide local community efforts to help children reach school healthy and ready to succeed. <http://teccs.net>.

IMPROVING EARLY GRADE READING PROFICIENCY

- **United Way's Early Grade Reading Mobilization Toolkit** helps United Ways and partners galvanize your community around boosting reading proficiency by the end of 3rd grade. <http://earlygradereading.unitedway.org>.
- The **National Grade-level Reading Campaign**, of which United Way is a founding member, offers tools, best practices and support for community efforts to improve reading by the end of 3rd grade. www.gradelevelreading.net.
- Check out the resources and opportunities— free or low-cost books, virtual book drives, public awareness messages, online reading buddy programs and more – offered by **United Way's reading partners**:
 - Scholastic Books www.scholastic.com
 - Read Aloud www.readaloud.org
 - First Book www.firstbook.org
 - In2Books/ePals <http://in2books.epals.com/>
 - Dolly Parton's Imagination Library <https://imaginationlibrary.com/>
- **Chronic absence** is a major, yet often overlooked, barrier to school success. One in 10 kindergarten students miss nearly a month of school every year, with a direct link to lower reading

performance later on. Tracking chronic absence is a data-driven solution can be an integral part of parent engagement programs. Learn more at our partner's site, www.attendanceworks.org.

IMPROVING MIDDLE GRADE SUCCESS

- Because kids spend only 20 percent of their waking hours in school, making sure their out-of-classroom time is enriching is critical. **United Way's Out-of-School-Time Portfolio** can help you and your partners replace piecemeal approaches or funding streams with a systemic approach to improving out-of-school-time quality, access, sustainability, data collection and evaluation, and alignment and coordination. Tools include an online toolkit, a comprehensive Issue Brief, and an online learning program. <http://outofschooltime.unitedway.org>.
- *Gaining Ground in the Middle Grades, Why Some Schools Do Better*, a report that surveyed over 4,000 teachers, principals, and superintendents in California to determine **promising practices** in high-performing middle schools. <http://www.edsource.org/middle-grades-study.html>.
- **Building Early Warning Systems**. Most dropouts are identifiable long before they disengage from school. This presentation by Robert Balfanz, senior research scientist at The Johns Hopkins University, explains how to build an early warning, prevention and intervention system, and offers ideas for involving your community. <http://new.every1graduates.org/three-steps-to-building-an-early-warning-and-intervention-system/>.
- **Transitions into High School**. Smooth transitions from middle grades to high school (and from high school to college) are key to academic achievement, emotional wellbeing and college readiness. Use this bibliography from the Harvard Family Research Project to understand how this relates to family engagement, school practices and student outcomes. <http://www.hfrp.org/publications-resources/browse-our-publications/resource-guide-for-high-school-transitions-annotated-bibliography>.

BOOSTING HIGH SCHOOL GRADUATION

- Get a deeper understanding of the graduation crisis in your community with these resources from United Way partners:
 - The Alliance for an Excellent Education database shows the “promotion power” of schools in your community. Promotion power is used as a metric to help determine how well a school is faring in getting students to their senior year. <http://www.all4ed.org/promotingpower>.
 - *Building a Grad Nation* measures progress in improving high school graduation rates in the United States. Updated annually, it includes state-by-state data, best practices and policy recommendations. Find the latest report at <http://new.every1graduates.org/building-a-grad-nation-2012-2013-update/>.



- The Everyone Graduates Center shows the schools, districts and communities where the dropout challenge is greatest, and offers links to tools, models and additional resources at <http://new.every1graduates.org/>.
- Find a wealth of useful data at the National Center for Education Statistics' website:
 - View maps (states, school districts, Congressional districts, etc.) and overlay education (student demographics) and social economic data (Census) through the School District Demographic System. <http://nces.ed.gov/surveys/sdds/index.aspx>.
 - Get a national picture of student enrollment, number of teachers, post-secondary attainment, school finances and federal funding for education from the Digest of Education Statistics <http://nces.ed.gov/Programs/digest/>.
 - Understand trends in education, with current data from the Condition of Education <http://nces.ed.gov/programs/coe/>.

IMPROVING FINANCIAL STABILITY

Here are resources and tools to support your community change work in financial stability. Find more at <http://online.unitedway.org/income>.

- **The Opportunity Index** provides a snapshot of opportunity at the county and state level, and can be a guide for measuring and improving opportunity locally. It includes indicators that have a demonstrated connection to economic mobility and opportunity, which together help measure the opportunities in different communities.
www.opportunityindex.org.
- Here are United Way Worldwide reports that lay out successful financial stability strategies and the roles United Ways can play in executing them:
 - **Regional workforce funding collaboratives** are a proven strategy for boosting a community's financial stability. These coordinated efforts among United Ways, businesses, government, local funders and community-based organizations can help families gain a foothold on the economic ladder. This report, *Achieving Financial Stability Through Regional Workforce Funder Collaboratives: A Report From The Corporation for a Skilled Workforce and United Way Worldwide*, shows how United Ways can advance this strategy's development and implementation. <http://online.unitedway.org/fundercollaboratives>.

- **Financial Stability One Stop Centers** are “one stop” centers that bring together resources and services. This place-based, integrated service delivery model makes it easier to get help, and is shown to be an effective first step in improving financial stability. This report, *Financial Stability Through Integrated Service Delivery: Highlights from the United Way System*, offers effective practices, case studies, tools and templates from United Ways who’ve piloted this innovative approach. <http://online.unitedway.org/onestopcenters>.
- **Family-sustaining employment** is a simple but critical concept: a job that provides enough to support a family. Focusing on this as a galvanizing strategy is making real difference in many communities. *Financial Stability Focus Area: Family-Sustaining Employment* is a brief that summarizes current workforce challenges and details practical strategies that United Ways and partners can use. (You can also find more about impactful roles for United Ways in *Charting a Course for Change: Advancing Education, Income and Health Through Collective Impact*, referenced at the beginning of this document.) <http://online.unitedway.org/family-sustainingjobs>.
- **What is a Sector Initiative?** offers an overview of one of United Way’s key strategies for improving financial stability: regional, industry-focused approaches to workforce and economic development. <http://www.insightcced.org/index.php?page=what-is-sector-initiative>.
 - **Using Research to Guide Planning** is a tool to help United Ways and partners plan an effective sector initiative, which improves access to good jobs and/or increases job quality in ways that strengthen an industry’s workforce. <http://www.insightcced.org/uploads/nnsr/Research.pdf>.
- **The Workforce Partnership Guidance Tool** can help regional funding collaboratives and the workforce partnerships they support. High-quality workforce partnerships can be a win-win: helping low-wage workers succeed while improving competitiveness of a group of employers from a particular industry sector. <http://www.jff.org/publications/workforce/workforce-partnership-guidance-tool/1149>.
- **How do you scale up impact?** This report examines how the Local Initiatives Support Corporation (LISC), a longtime United Way partner, developed an innovative program to help low-income families improve their financial condition in Chicago – and replicated it successfully in 22 cities. LISC’s model of **Financial Opportunity Centers** is one that many United Ways are implementing successfully. Find out more at http://www.lisc.org/docs/publications/122012_expanding_financial_opportunity.pdf.

IMPROVING HEALTH

Here are resources and tools to support your community change work in health. Find more at <http://online.unitedway.org/health>.

- **United Ways working on health** are tackling the epidemic of chronic disease through sustainable changes to improve nutrition, physical activity, access to health care, and underlying issues that undercut the health of people and families in our communities. Read summaries of some of these initiatives on United Way Online, at <http://online.unitedway.org/healthexamples>.
- **The County Health Rankings** illustrate what we know when it comes to what's making people sick or healthy, but understanding your county's rankings is only one component of improving your community's health. **The County Health Roadmaps** show what we can do to create healthier places to live, learn, work, and play. United Ways can use both of these as cornerstones in building health strategies and engaging individuals and organizations in the cause.

A joint effort between the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute, the Rankings and Roadmaps provide data on factors that influence our health, like smoking prevalence, obesity, unemployment, and high school graduation rates. United Way Worldwide is the first to serve as a Roadmaps to Health National Partner. Get more information and communications tools here:

- County Health Rankings & Roadmaps:
<http://www.countyhealthrankings.org/roadmap>.
- Communications tools:
<http://countyhealthrankings.org/roadmaps/action-center/communicate>.
- Summer is a time when kids' academic skills can backslide – and a time when risk for obesity and food insecurity rise. Tackling the “summer slide” integrates health and education impact strategies. This issue brief, *Healthy Summers for Kids: Turning Risk into Opportunity* highlights findings from recent research, and showcases ways that communities, schools, summer programs, health practitioners, and caregivers are working together to promote healthy habits and eating, along with increased physical activity.
http://www.summerlearning.org/resource/resmgr/Healthy_Summers_/NSLA_Healthy_Summers_for_Kid.pdf.

HEALTHY EATING AND PHYSICAL ACTIVITY

To ensure the healthy choice is the easy choice for individuals and families, it is vital to address systemic, policy and environmental factors that are barriers to good nutrition and physical activity in communities. The availability and location of markets with fresh produce affect people's ability to shop for healthy foods regularly. Acceptance of SNAP and EBT cards in farmers' markets helps low-income people afford fresh produce. Appropriate quality and sufficient quantity of physical

education and exercise during the school day are essential for kids' learning and socio-emotional development. Safe, accessible places to exercise in the community and on evenings and weekends are vital for people of all age groups.

The process by which hospitals, school systems, and child care providers procure foods not only improves the diets of their patients, students and employees, but also benefits the local economy. The very location of schools, housing and retail outlets, and the availability of public transportation, can support active transportation and access to places of learning, employment, health care, food and other services that are vital for healthful living.

Here are resources to use in developing and executing strategies to increase access to healthful food, beverages, and physical activity in neighborhoods:

- **The Grocery Gap**, PolicyLink and the Food Trust:
<http://www.policylink.org/atf/cf/%7B97C6D565-BB43-406D-A6D5-ECA3BBF35AF0%7D/FINAL-GroceryGap.pdf>.
- **Equitable Development Toolkit—Grocery Store Development, Corner Stores, Farmers' Markets, and Urban Agriculture and Community Gardens**, PolicyLink:
<http://www.policylink.org/atf/cf/%7B97c6d565-bb43-406d-a6d5-eca3bbf35af0%7D/access%20to%20healthy%20food.PDF>.
- **Creating Pedestrian-Friendly Streets**, ChangeLab Solutions:
<http://changelabsolutions.org/publications/creating-pedestrian-friendly-streets>.
- **Joint Use Agreements**, ChangeLab Solutions, KaBoom!, and NPLAN:
<http://changelabsolutions.org/publications/playing-smart>.
- **Safe Routes to School**, ChangeLab Solutions:
<http://changelabsolutions.org/publications/webinar-lets-walk-school>.
- **Toolkit: Economic Development and Redevelopment**, ChangeLab Solutions:
<http://changelabsolutions.org/publications/toolkit-econ-dev-redev/>.
- **Changes in WIC Food Packages, A Toolkit for Partnering with Neighborhood Stores**, ChangeLab Solutions:
<http://changelabsolutions.org/publications/WIC-toolkit>.



Here are resources to use to increase access to healthful food, beverages, and physical activity in school and child care settings:

- **School Wellness Council Toolkit**, Alliance for a Healthier Generation:
https://schools.healthiergeneration.org/_asset/wwj4dq/09-875_SWCToolkit.pdf.
- **Healthy School Program Framework**, Alliance for a Healthier Generation:
https://schools.healthiergeneration.org/_asset/lo6zyk/Healthy-Schools-Program-Framework.pdf.
- **Competitive Food Guidelines**, Alliance for a Healthier Generation:
<http://www.healthiergeneration.org/companies.aspx?id=2540>.

And here are resources to use to develop strategies to increase access to healthful food, beverage and physical activity in the workplace:

- **LEAN Works**, U.S. Centers for Disease Control and Prevention:
<http://www.cdc.gov/leanworks/>.
- **Healthier Vending for Municipalities**, ChangeLab Solutions:
<http://changelabsolutions.org/publications/healthier-vending-municipalities>.
- **Understanding Healthy Procurement**, ChangeLab Solutions:
<http://changelabsolutions.org/publications/healthy-procurement>.

ACCESS TO HEALTH CARE

The expansion of health coverage and incentives for new healthcare delivery models bring opportunities to engage people and develop a more effective health system – one that integrates with the many health, social and human services provided throughout the community. This will improve health across a population, reduce preventable healthcare costs, improve quality of life and productivity, and engage the most hard-to-reach, disadvantaged people. Vital ingredients include joint community needs assessments, planning to address shared priorities, and building new models for integrating services in healthcare and community settings.

The Congressional Budget Office projects that 32 million more people will have health insurance by 2019. Insurance coverage must be paired with effective community-based support and appropriate cultural and logistical access to healthcare providers and other necessary services.

Here are resources to use to develop strategies to improve access to health care:

- **Health Insurance Marketplace**, Centers for Medicare and Medicaid Services
<http://marketplace.cms.gov/getofficialresources/get-official-resources.html>
- **Community Health Needs Assessment** is a free public data and mapping tool supporting community engagement and collaborative planning.
<http://www.chna.org/Home.aspx>
- **Growing Healthy Readers**, from the National Campaign for Grade-Level Reading, provides ways to connect good health to early learning.
<http://gradelevelreading.net/wp-content/uploads/2012/08/GLR-Healthy-Readers1.pdf>
- Five winning videos of Robert Wood Johnson Foundation's **Care About Your Care** program demonstrate how better care transitions from hospital to home/community to help patients get well, stay well and manage chronic conditions as part of their daily lives.
<http://www.rwjf.org/en/about-rwjf/newsroom/newsroom-content/2013/02/video-contest-winners-demonstrate-how-better-care-transitions.html>
- **Improving Cultural Competency in Children's Health Care: Expanding Perspectives**, National Initiative for Children's Healthcare Quality
http://www.nichq.org/pdf/NICHQ_CulturalCompetencyFINAL.pdf

MAKING THE JOURNEY TO COMMUNITY CHANGE

These tools are only a fraction of what's available from United Way Worldwide and our partners. But they are the latest, most relevant resources we think you should have as you undertake — or ramp up — a collaborative effort to improve education, financial stability and health outcomes in your community.

Your path may look different, with unique assets, players and challenges. But chances are, others in the United Way network are struggling with similar issues. Reach out to your colleagues on United Way Worldwide's listservs, sign up for issue newsletters and keep an eye out for webinars, toolkits and other supports via United Way's Breakfast each morning. (Contact us at EIHImpact@unitedway.org if you need help on those fronts.)

Of course, United Way isn't doing this work alone. We must join with (or lead) a broad, diverse coalition of community partners. Together, we must be intentional about tapping into people's aspirations, focusing on issues and underlying conditions for change, and bringing people and organizations together to create collective impact.

What United Ways do well is recruit people with passion, expertise and resources, from across the community, to make a difference. Good luck on your journey!



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