

# Top Down + Bottom Up = Comprehensive Community Change

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# Session Overview

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- Ready by 21 Introduction
- Exploring Top Down & Bottom Up
- Panel: Experiences with Community Change
- Reflecting on Your Own Efforts
- An Invitation

# “Change Begins with Leaders. Partnerships are key.”

This is the 6<sup>th</sup> and most important message conveyed in the Partnership’s “Thinking Outside the Box” speech, that has inspired thousands of leaders to take steps to change the way they do business.

“Powerful Solutions for Passionate Leaders” is the sequel presentation.

**Message #1.** Too few students are ready for college, work of life.  
More high schools diplomas is not the only answer.

**Message #2.** Improved academic instruction is critical, but too few students are getting all of the supports they need.

**Message #3.** We can change these odds if we change the way we do business.

**Message #4.** What gets measured matters.

**Message #5.** School, business and community leaders can use new types of “leading indicator” data to spark and track change.

**Message #6.** Change begins with Leaders. Partnerships are key.

# Providing These Supports *CAN* Change the Odds

Gambone/Connell's research suggests that if all young people got the supports they needed in early adolescence, the picture could change...

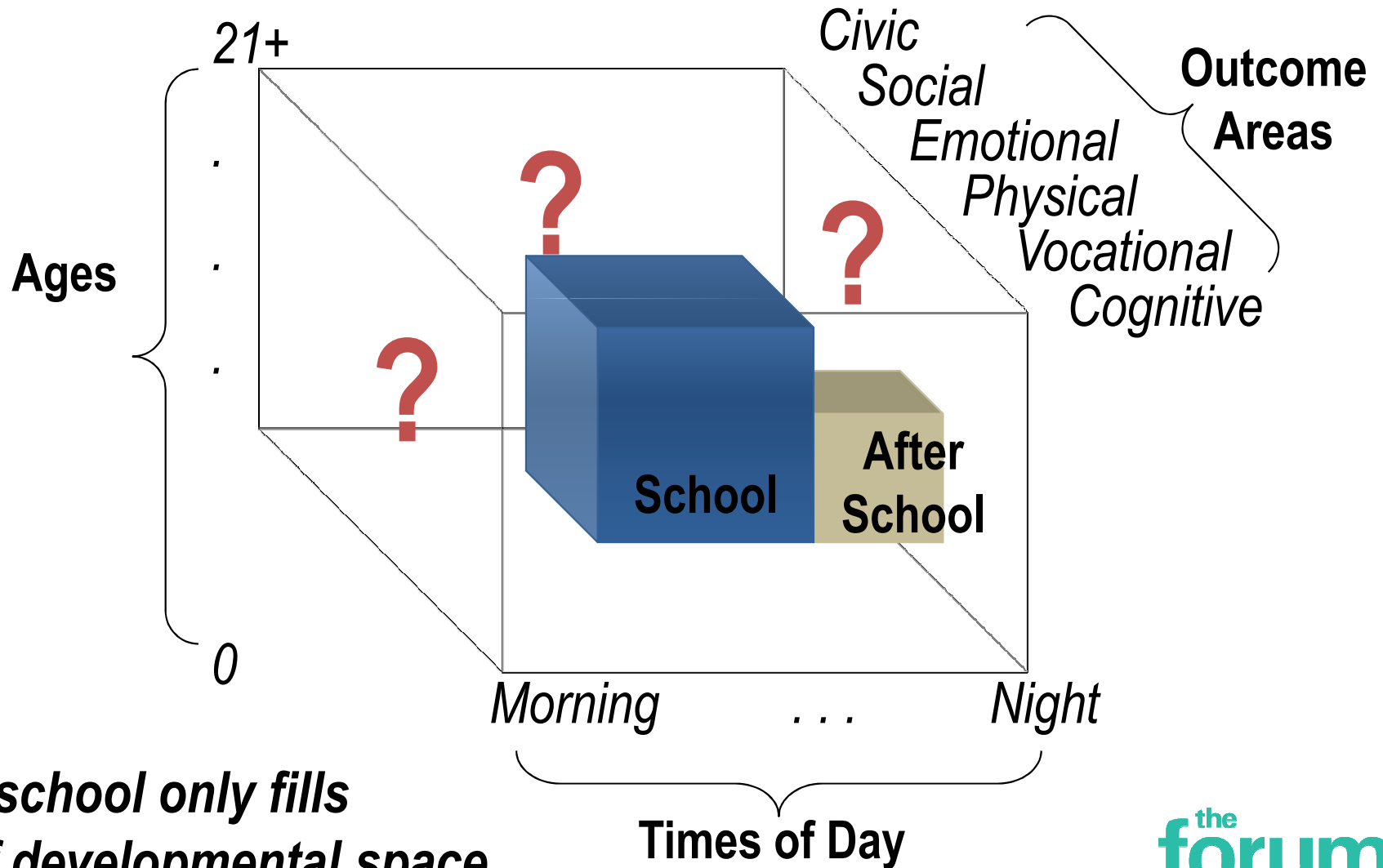
from 4 in 10  
doing well



to 7 in 10  
doing well



# Thinking Outside of the Box



*At its best, school only fills a portion of developmental space*

# Insulating the Education Pipeline

**BASIC SERVICES** transportation, health, mental health, housing, financial



# What's needed?

Change the way we do business

Change the landscape of communities

Change the odds for youth



Help leaders improve what they do, how they do it and rethink why they do it...

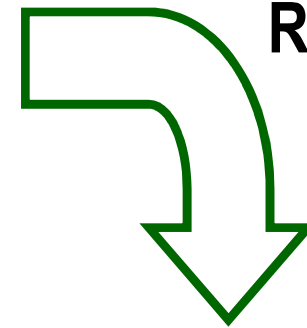
Enabling increases in the availability and quality of family, school and community supports needed to help children and youth...

Leading to positive outcomes and raising the probability that young people are ready for college, work and life by 21

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# Alternative: Learning to Focus Differently

		Pre-K 0-5	School- Age 6-10	Middle School 11-14	High School 15-18	Young Adults 19-21+
<i>Ready for College</i>	<b>LEARNING</b>	Red	Yellow	Red	Red	Yellow
<i>Ready for Work</i>	<b>WORKING</b>	Green	Green	Red	Yellow	Yellow
<i>Ready for Life</i>	<b>THRIVING</b>	Red	Yellow	Yellow	Green	Green
	<b>CONNECTING</b>	Yellow	Yellow	Green	Yellow	Red
	<b>LEADING</b>	Yellow	Green			



**Shifting  
Red to Yellow,  
Yellow to  
Green**

		Pre-K 0-5	School- Age 6-10	Middle School 11-14	High School 15-18	Young Adults 19-21+
<i>Ready for College</i>	<b>LEARNING</b>	Green	Yellow	Yellow	Yellow	Green
<i>Ready for Work</i>	<b>WORKING</b>	Green	Green	Yellow	Green	Yellow
<i>Ready for Life</i>	<b>THRIVING</b>	Yellow	Yellow	Yellow	Green	Green
	<b>CONNECTING</b>	Yellow	Yellow	Green	Yellow	Yellow
	<b>LEADING</b>	Yellow	Green	Yellow	Yellow	Yellow

# Mobilization partners reach over 622,000 leaders



- **55 partner companies** employing **4 million individuals**



More than **22,000 education leaders**



- **250 national multi-sector partners dedicated to children and youth**



- **Nearly 600 communities** in 45 states and 5 Canadian provinces

Total leaders reached	<b>100,000</b>	<b>22,000</b>	<b>10,000</b>	<b>300,000</b>
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- **Legislators and staff from all 50 states, common-wealths and territories**



- **50 national youth development nonprofits serving 40 million young people**



- **Nearly 1,300 local United Ways** serving more than 90% of the country



- **21 Children's Cabinets, 30 Youth Councils, 45,000 child & youth constituents**

Total leaders reached	<b>32,000</b>	<b>100,000</b>	<b>12,000</b>	<b>46,000</b>
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# The Ready by 21 Leadership Engagement Strategy



## 1. Meet Leaders where they are.

- Learn more about them, their goals, organizations, community.
- Ask where they've been and where they're going
- Document the perceived obstacles and opportunities..

## 2. Challenge them to stretch their goals

- Provide a point of view about what “good” looks like in each task area so that they can decide whether there are other tasks that deserve to be revisited.

## 3. Help them go farther faster.

- Set bigger goals.
- Create a prioritized capacity-building plan with a budget.
- Decide which items could contribute the most momentum.
- Help orchestrate and if possible subsidize the technical supports.

## 4. Ask them to commit to publicly report their efforts and track progress for the next 5 years.

- ✓ Responding to pressing issues?
- ✓ Selecting a planning/decision-making approach?
- ✓ Engaging stakeholders?
- ✓ Creating Partnerships and coordinating teams?
- ✓ Creating a vision & setting goals?
- ✓ Gathering data?
- ✓ Selecting priority areas?
- ✓ Developing action plans?
- ✓ Advocating for resources?
- ✓ Implementing strategies?
- ✓ Tracking progress?
- ✓ Reporting results?
- ✓ Making improvements?

Wanting to do all of the above?

# Top Down?? Bottom Up??



Top  
Down

Top  
Down

QuickTime™ and a  
decompressor  
are needed to see this picture.

OR  
??

QuickTime™ and a  
decompressor  
are needed to see this picture.

Bottom  
Up

Bottom  
Up

# Top Down Change

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- Leaders identify and drive needed change
- Precise data collection and monitoring
- “Plan the work and work the plan”
- Clear structures and accountability
- Formalize coordination
- Change cascades through the community

# Top Down Change



## Strengths

- Clear goals for buy-in
- Accountability
- Change system, policy
- Can institutionalize
- Generate funding

## Limitations

- Less broad buy-in
- Can be bureaucratic
- May not change norms
- “Another program”
- Major funding needed

# Bottom Up Change

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- Driven by individual passion and action
- “From the heart”
- Unleash creativity and innovation
- “Organic,” self-organizing structures
- Leads to a “tipping point”
- Little control or overall structure

# Bottom Up Change



## Strengths

- Taps passion, energy
- Self-organizing
- Broad ownership
- Stimulates innovation
- Sustain past funding

## Limitations

- Can be unfocussed
- Can fizzle after novelty
- Slow, less predictable
- Systems may block
- Hard to fund

# Middle-Out Change

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- Focus on “management”
- Driven by those who reach up and down
- Emphasis on implementation, activities
- Set and sustain systems, processes, guidelines

# Middle-Out Change



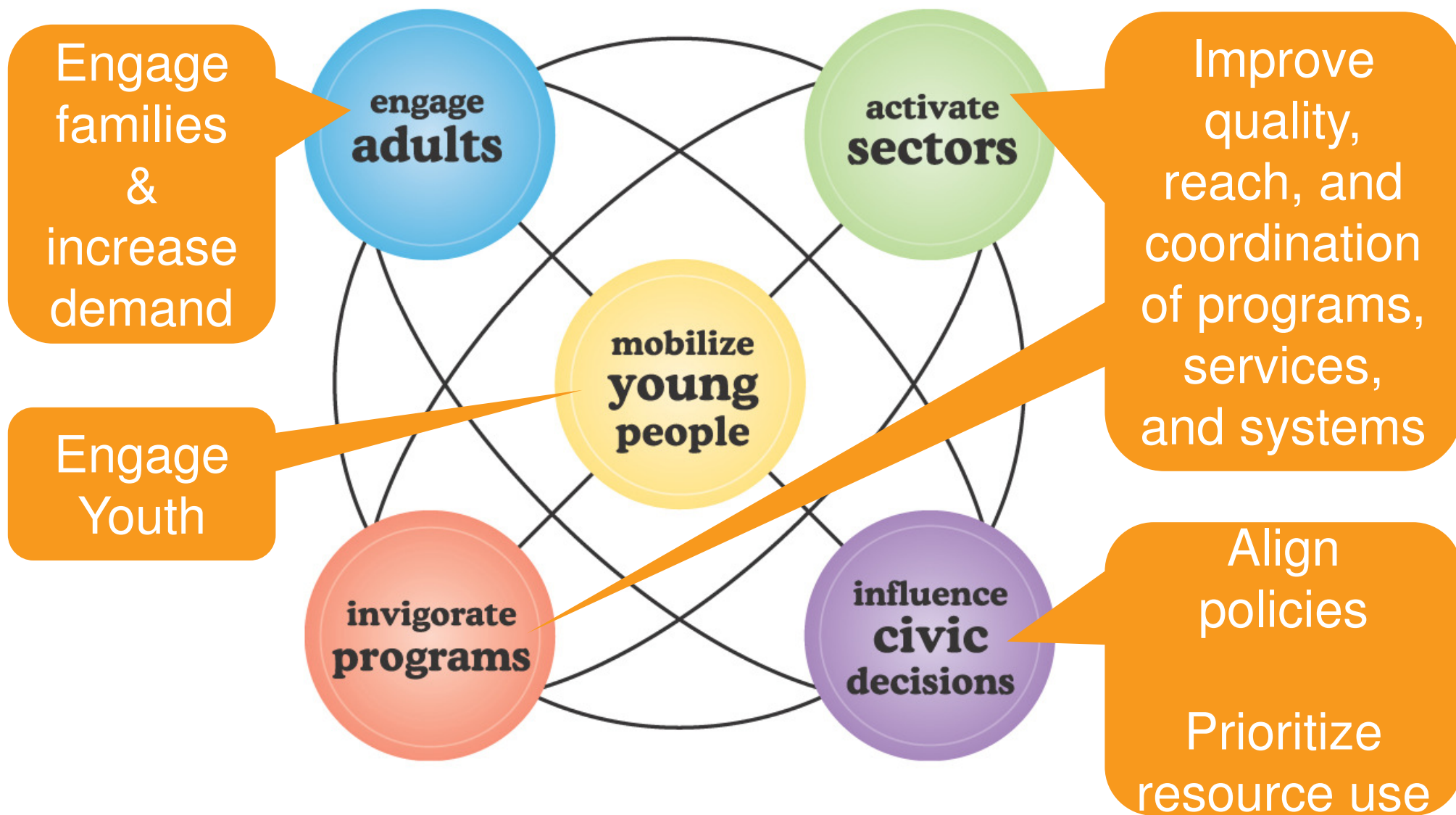
## Strengths

- People get things done
- See tangible progress
- Systems enhance communication
- Can facilitate broad involvement

## Limitations

- Reduce to programs
- Create bureaucracy
- Can become routine
- Can reduce vision or stifle innovation

# Applying Each Approach



# Applying Each Approach



	<b>Top Down</b>	<b>Middle Out</b>	<b>Bottom Up</b>
Mobilize Youth	What you emphasize		
Engage Adults	Who you engage		
Activate Sectors	How you engage them		
Invigorate Programs	How you engage them		
Influence Civic Decisions	What you expect		

# Dashboard for Anytown, USA



	<b>Top Down</b>	<b>Middle Out</b>	<b>Bottom Up</b>
Mobilize Youth	Yellow	Green	Green
Engage Adults	Red	Yellow	Green
Activate Sectors	Red	Yellow	Yellow
Invigorate Programs	Green	Green	Green
Influence Civic Decisions	Red	Yellow	Yellow

# Experiences with Community Change



- Susan Savell
  - Maine (statewide)
- Joan Bickweat & Marie Watkins
  - Monroe County, New York
- Susan Ragsdale & Candy Markman
  - Nashville, Tennessee
- Nancy Tellett-Royce
  - St. Louis Park, Minnesota

A Key Focus  
For Us

An Area We  
Want to Grow

Not a Priority  
for Us

# Maine Communities for Children and Youth

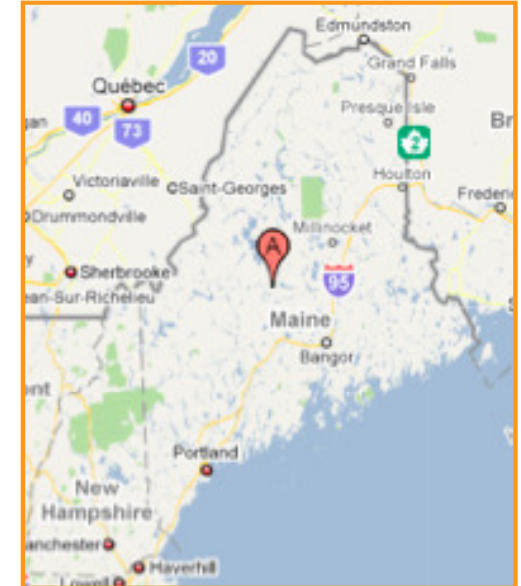


**Founded:** 1997

**Partners:** 5 State Agencies and 55 local community coalitions

**Scope:** Statewide

**Mission:** To measurably improve the well-being and academic achievement of all Maine children and youth



# Dashboard for Maine Communities for Children and Youth



	<b>Top Down</b>	<b>Middle Out</b>	<b>Bottom Up</b>
Mobilize Youth	Green	Yellow	Yellow
Engage Adults	Green	Green	Green
Activate Sectors	Green	Green	Yellow
Invigorate Programs	Green	Green	Green
Influence Civic Decisions	Red	Red	Red



# Rochester–Monroe County Youth Bureau & Community Youth Development Partners



	<b>Top Down</b>	<b>Middle Out</b>	<b>Bottom Up</b>
Mobilize Youth	Green	Green	Green
Engage Adults	Yellow	Green	Green
Activate Sectors	Yellow	Green	Green
Invigorate Programs	Green	Green	Green
Influence Civic Decisions	Green	Green	Green



# Monroe County Asset Partner Network



	<b>Top Down</b>	<b>Middle Out</b>	<b>Bottom Up</b>
Mobilize Youth	Yellow	Green	Green
Engage Adults	Yellow	Green	Green
Activate Sectors	Yellow	Green	Green
Invigorate Programs	Yellow	Green	Green
Influence Civic Decisions	Yellow	Yellow	Yellow

# Nashville, Tennessee, Collaboration

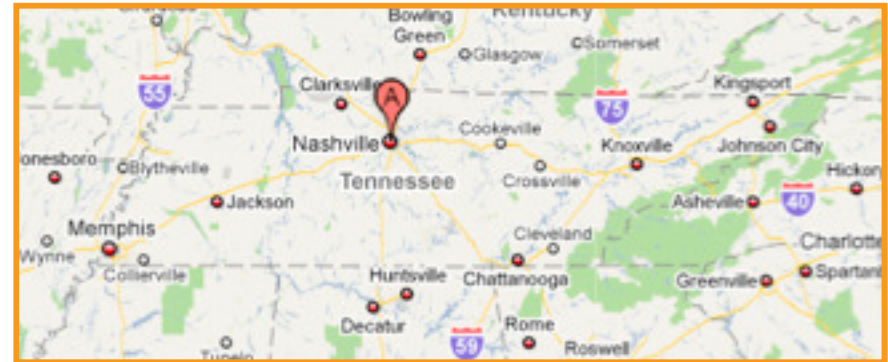


**Founded:** 2009

**Partners:** Mayor's office,  
Oasis Center, Youth  
Life Learning Center, YMCA (+ 50 agencies)

**Scope:** Davidson County

**Mission:** To promote and integrate five positive youth  
development principles into all of their work.



# Nashville, Tennessee



	<b>Top Down</b>	<b>Middle Out</b>	<b>Bottom Up</b>
Mobilize Youth	Yellow	Yellow	Green
Engage Adults	Green	Green	Yellow
Activate Sectors	Green	Green	Yellow
Invigorate Programs	Yellow	Green	Yellow
Influence Civic Decisions	Green	Yellow	Red

# Children First, St. Louis Park, Minnesota



**Founded:** 1993

**Partners:** City, schools, businesses, faith, health care

**Scope:** All youth, city wide

**Vision:** To bring out the best in SLP kids by enlisting the support of the community through a network that champions Search Institute's 40 Developmental Assets through individuals, families, and all types of organizations.



# St Louis Park, MN Children First



	<b>Top Down</b>	<b>Middle Out</b>	<b>Bottom Up</b>
Mobilize Youth	Yellow	Yellow	Green
Engage Adults	Yellow	Green	Green
Activate Sectors	Green	Green	Green
Invigorate Programs	Yellow	Green	Green
Influence Civic Decisions	Green	Green	Yellow

# Themes, Insights from Panel?

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- Themes, patterns, differences?
- Does this dashboard tool add insight?
- Where might a linking of top-down and bottom-up strengthen community change efforts?

QuickTime™ and a decompressor are needed to see this picture.

# Reflection with the Tool



- On your own: Fill out the grid for change efforts in your community. Give examples of “why.”
- With a neighbor:
  - ✓ What, if anything, surprised you? Pleased you?
  - ✓ What questions does this exercise raise for you?
  - ✓ What ideas does this exercise give you?

# What Ready by 21 Offers

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- National leadership
- Leadership development
- Data quality
- Affiliates of national systems
- Technical expertise in community change processes and tools

# Invitation: Take Home the Challenge

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- 5 community leadership groups; 9 months
- Reflect on top-down and bottom-up approaches
  - ✓ \$5,000 grant each; \$1,000 survey certificate (SI)
  - ✓ Peer learning (in person, phone, and online)
  - ✓ How will this strengthen your community's efforts?
- Applications due December 1, 2010

# Other Conference Opportunities

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10 - 11:30 a.m., Friday

- The Ready by 21 Tool Kit: Tools for Building Better Partnerships and Designing Bolder Strategies

1:15 - 2:45 p.m., Friday

- Data-Driven Program Improvement: Management Skills and Measurement Tools for Improving Youth Program Quality

3:15 - 4:45 p.m., Friday

- Bringing Precision to Your Passion: Tools to Help Answer Questions That Need to be Asked
- Building Effective Business Partnerships

# Ongoing Opportunities

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- Join the Ready by 21 Leadership Network
- Talk to mobilization and technical partners
- Apply for the “Take the Challenge Home” peer learning opportunity:  
[www.search-institute.org/takethechallengehome](http://www.search-institute.org/takethechallengehome)

LEARN MORE AT: [www.readyby21.org](http://www.readyby21.org)