Position: SENIOR DIRECTOR, NETWORK PARTNERSHIPS
Hiring Organization: United Way of Salt Lake
Department: COLLECTIVE IMPACT
Reports to: SENIOR VP, COLLECTIVE IMPACT
Date Prepared: February 25, 2015

ORGANIZATION BACKGROUND AND EVOLUTION

United Way of Salt Lake (UWSL) has made a promise to our community – to change the odds so all children and their families have the same chance to succeed in school and life. Our role has evolved from primarily a fund-raising, fund distribution organization to what it is today - a community problem-solving organization, dedicated to advancing the education, income and health of our neighborhoods and communities to ensure that every child succeeds every step of the way, from cradle to career.

UWSL has adopted a unique approach to community problem-solving called Collective Impact. Collective Impact brings many different sectors together to find new and innovative ways to address challenges and develop lasting changes.

UWSL is committed to excellence. We have adopted high standards of accountability and operate with integrity and transparency. We provide outstanding customer service.

WORK ENVIRONMENT

UWSL's work environment is fast-paced, friendly, committed, nonpartisan, and ever changing. Employees are dedicated, appreciated and recognized for their efforts, and all levels of personnel are engaged in the work daily. We offer competitive wages and a generous, comprehensive benefit package. Our focus is on high level results – communicating, aligning and integrating around our organizational goals.

POSITION OVERVIEW

UWSL believes that to achieve the seven results below for all children and families, one or more "backbone organizations" must develop strong Collective Impact partnerships. Playing that role means facilitating partnerships that are built on trust and constant communication (continuous communication); focus on measurable shared goals (a common agenda); align resources, programs, policies, etc. into mutually-reinforcing strategies; and use and share data to target resources and engage in continuous improvement (shared data).

1. All Children are Kindergarten Ready
2. All Students are Proficient in Reading in 3rd Grade
3. All Students are Proficient in Math in 8th Grade
4. All Students Graduate High School College and Career Ready
5. All Students Complete College
6. All Children and Families are Healthy
7. All Children and Families are Financially Stable

As a "backbone," the Senior Director, Network Partnerships uses the principles of Collective Impact listed above to support four partnership directors in building the collective leadership and shared accountability of districts, businesses, state and county government agencies, philanthropists, schools, volunteers, parents and students *so that the more than 350,000 infants, toddlers, and school- and college-aged children who live in Davis, Granite, and Park City School Districts below achieve in school and live healthy, stable lives*. In addition to fulfilling a core function of support and supervision for four partnership directors, the Senior Director, Network Partnerships leads his or her own network(s).

KEY RESPONSIBILITIES

1. **Staff Leadership.** Support a team of four partnership directors. Co plan meetings with team members, guided by UWSL's internal collaborative action planning processes. Attend network meetings and act in a co-facilitator role. Process meeting outcomes and group dynamics with team members. Work to clarify complex processes and to develop among team members the behaviors and skills essential to achieving the Promise Partnerships' results. Spread effective practices and draw connections across networks. Build familiarity with the successes and challenges of StriveTogether and other national, regional, and local community cradle-to-career and Collective Impact efforts in order to maximize UWSL's application of effective practices and tools.

2. **Rapid-Cycle Continuous Improvement.** Use national/regional research, local data, community expertise, and experimentation to find, understand and replicate bright spots, recognizing the limitations on how many new practices individuals can implement simultaneously. Support partnership directors and their partners in scaling best practices to achieve outcomes for more students and in completing cycles of continuous improvement (plan, do study, act).

3. **Visibility and Representation.** Keep the Promise Partnership Regional Council (PPRC) and other collaborative efforts informed about the action networks that they authorize, in order to attract additional support and connect the action networks to related efforts that include PPRC members. Respond to relevant inquiries from other organizations. Recognize and act on strategic opportunities to connect to local, regional, state, and national efforts around the six outcomes.

4. **Resource Development.** Support relevant proposal developments by providing data, content expertise, and analysis of what work would move us more quickly toward outcomes. Promote a consistent message externally about UWSL's role as a backbone agency and the process by which UWSL makes funding decisions about its limited resources.

5. **Partnership Development and Support.** Build trust and commitment among partners to work together for the six results. Actively facilitate connections between UWSL-backboned efforts and the numerous other related committees, task forces, and efforts across the State. Identify and act upon opportunities to align internally, with other UWSL and PPRC-member led cross-sector, outcomes-focused networks.

6. **Form and/or join a cross-sector, outcome-driven network.** Facilitate an action network that focuses on an outcome and a measurable indicator for the largest geography possible and that leverages the power of data, community expertise, and aligned action.
    - Identify a problem statement and work with data staff at UWSL and partner agencies to quantify the target population, result or outcome, and measureable indicators.
    - Assess current conditions, including the outcome's trend over time and the partners that are (or could be) working toward the outcome. Disaggregate data to draw attention to disparities.
    - Convene cross-sector groups in order to identify the target, identify root causes of the problem, chose interventions that partners could pursue to reach the target, and design and execute an action plan.
    - Build connections between the network and the work of the PPRC and assist network members to create initiatives through the structure of the PPRC.
    - Continuously facilitate discussions with disaggregated data, stakeholders' voices, and other inputs, supporting the group in aligned action.
    - Integrate factors such as equity, mobility, chronic absence, parent/family engagement, and school climate impact academic performance into this work.

MINIMUM QUALIFICATIONS

- B.A. (M.A. or equivalent work experience preferred) in elementary or secondary education, public policy, public health, non-profit administration, communications, psychology or a related field.
- Previous experience facilitating cross-sector collaborative networks focused on population-level change. Population-level outcomes are distinct from program level outcomes in that they are for ALL individuals in a certain geography, rather than for only the individuals served by a particular organization or effort.
- The ability to facilitate a partnership using the principles of Collective Impact, system leadership, results-based facilitation, results-based accountability, and rapid-cycle continuous improvement. The desire to continuously deepen application of these models through utilization, reflection, and feedback.
- *Vision.* Willingness to model accountability to population-level outcomes, knowing that success cannot be achieved by any one single organization. The unwavering belief that educational disparities and other seemingly intractable problems can be addressed through the rigorous application of the principles of Collective Impact. The commitment to achieving outcomes for every student at a multi-district level and the ability to inspire similar commitment from others. The ability to help stakeholders understand the systems to which they belong and the relationships among parts of those systems.
- *Relationship-building.* The willingness to foster trust and open communication with diverse stakeholders, recognizing that relationships are the foundation of Collective Impact. Skill to recognize and address conflict and concerns. Ability to interact comfortably with Superintendents, Directors of state agencies, and other individuals in positions of authority.
- *Facilitation.* The ability to facilitate conversations and conditions where people commit to shared goals and co-create plans to achieve those goals. Ability to help people hold honest, reflective conversations that lead to aligned action. Ability to catalyze action commitments and accountability in others, in the absence of formal authority.

- *Communication.* Ability to use language that is clear and simple language to all stakeholders. Ability to synthesize information and simplify complexity. Ability to help partnerships and team members to communicate a common, consistent message, particularly about the attribution of success and the role of the backbone.
- *Results-based leadership.* Ability to make results and progress toward them visible. Ability to locate, disaggregate, and use data to forecast, structure conversations, and make decisions. Desire and ability to point out and address disparities related to race, ethnicity, income, and other factors.
- *Strategy.* Proven ability to recognize and act on strategic opportunities, i.e. by identifying what needs to happen short- and long-term to achieve goals and by making connections across people, plans, conversations, and strategies.
- *Continuous improvement.* Confidence and humility to ask questions, admit and address challenges, and "fail forward." Past experience using continuous improvement frameworks (i.e. "plan, do, study, adapt" cycles) to achieve an outcome. Comfort with the tools (i.e. MS Excel) necessary to store, analyze, and visualize data.

SALARY INFORMATION
Depending on Experience

TO APPLY
Read complete job description before applying. Only complete applications will be considered for the position. Complete applications include (1) an employment application (see website), (2) a cover letter, and (3) a resume. Employment applications and the complete job description can be found at http://www.uw.org/about-us/careers/.

NOTE: The statements in this position description are intended to describe the general nature and level of work being performed but are not to be seen as a complete list of responsibilities, duties, and skills required of the person employed. Also, the statements do not establish a contract for employment and are subject to change at the discretion of the employer.