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Annual Report  
**2022-2023**



## Introduction

**T**he Collective Impact Forum defines collective impact as “A network of community members, organizations, and institutions who advance equity by learning together, aligning, and integrating their actions to achieve population and systems level change.”

What is not mentioned in this definition is the time it takes to build the relationships that enable everyone to learn and work together. We have spent years developing relationships, gathering data, and collecting learner feedback. The progress we have made this year is an illustration of what we can achieve because of the foundations we have created.

### Some of our key accomplishments this year include:

- Established GOAL Hub, the portal to facilitate referrals and partner relationships
- Finalized the Common Intake Form for learner enrollment information
- Expanded engagement opportunities through new partnership and sponsorship levels
- Held an inaugural Community Engagement networking event for partners and funders
- Facilitated data collection among all partners to gather learner engagement and collaboration strategies

We’re excited to share more about all we’ve accomplished. Thank you for being part of the GOAL Collective community!

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## 2022-2023 Guiding Team

**Keith Barnes**, *The Family Collective, United Way of Greater Nashville*

**Cade Fleming**, *YWCA Nashville and Middle Tennessee*

**Greg Gabis**, *Catholic Charities, Diocese of Nashville*

**Erin Keifer**, *University of Tennessee, Tennessee Language Center*

**Heather Norvell**, *Begin Anew of Middle Tennessee*

**Bob Obrohta**, *Tennessee College Access and Success Network*

**Lynn Seifert**, *Workforce Essentials, Inc.*

**Brandon White**, *Nashville International Center of Empowerment*

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## 2022-2023 Partners

Begin Anew of Middle Tennessee

The Branch of Nashville

Catholic Charities, Diocese of Nashville

Goodwill Career Solutions

The Family Collective, United Way of Greater Nashville

Martha O'Bryan Center

Metro Nashville Public Schools, Office of English Learners

Monroe Harding

Nashville Adult Literacy Council

Nashville Area Chamber of Commerce

Nashville International Center for Empowerment

Nashville Public Library

Nashville State Community College

Safe Haven Family Shelter

Tennessee College of Applied Technology, Dickson and Clarksville Campus

Tennessee College of Applied Technology, Nashville Campus

Tennessee Higher Education Commission

Tennessee Immigrant and Refugee Rights Coalition

UpRise Nashville

University of Tennessee, Tennessee Language Center

Viable, Inc.

Workforce Essentials, Inc.

YWCA Nashville and Middle Tennessee

## Financials

Every year, kind private donors—who support us in our collaborative work to design and develop an unprecedented shared data system and network for adult learners—have covered a major portion of our operational and technical implementation costs. The original multi-year investments made by our donors helped deploy technology and support partners with resources and Backbone staff to foster community and engage learners. These investments helped us start our collective work with a solid foundation and have been crucial in getting us to where we are today. GOAL Collective is currently seeking to achieve deeper sustainability by diversifying revenue sources and exploring new relationships. Research demonstrates that multi-year funding is essential to increasing community impact effectiveness, ability, and influence. Multi-year funding has provided stable income streams and reduced the time we need to acquire funds, allowing us to carry out our collective mission more effectively.

## Sustaining a healthy CI model

Maintaining the 5 qualities for a healthy collective impact model is critical to driving progress in our work. These qualities include continuous communication among partners with mutually reinforcing activities. This year we implemented the Wilder Collaboration Factors Inventory with current partners, to gain honest and clear insight around our partner diversity and the “people power” needed to achieve our goals. While respondents indicated a continued need to expand resources and capacity, ratings of mutual trust, respect and benefits to partners were uncommonly high, reflecting the deep commitment of partners to the Collective’s well-being.

**“This work is important. The needs in our city are far too large for any one organization to take on. A collective provides connection to groups who are addressing issues that are barriers for the learners I work with. If we work as a collective, we could impact a far greater number than alone.”**

**AL BRADY** | UpRise Nashville

## New faces

We are excited to welcome **Bonnie Matthews**

as the new Senior Operations Manager. Most recently, Bonnie served as the Director of Programs and Community Engagement at Tennessee Craft. She shares, “I am excited to work with such dedicated partners to build systems for strong adult educational collaborations that focus on learner success. I look forward to elevating adult education in Middle Tennessee as a crucial investment to improve the lives of our neighbors, their families and their communities.” Bonnie replaces Kelly Blankenship, who previously served in the role for over 4 years. She can be reached at [bonnie@goalcollective.org](mailto:bonnie@goalcollective.org).



# Expenses vs. Revenue

## Budget Overview: Transition to Sustainability



## By the Numbers



**eight**

**New Organizational Partners**



**14**

**New Individual Members**

### Working Groups

- Common Intake
- Learner Engagement
- Messaging
- Fundraising



## Create a system-driven network to better serve more students.

### Major advancements in our shared data system

Through our continued work with technology consultants CommonTeri Services, this fiscal year we are excited to establish GOAL Hub, a data center for the collective community. Powered by Salesforce, GOAL Hub will allow us to fully track our initiatives and progress in serving adult learners. GOAL Hub will replace piecemeal reporting of agency outcomes and learner progress towards goals and is designed to accommodate each of our current and future partners' unique set of services.

Through GOAL Hub, we strengthen our ability to aggregate partner data to measure and track outcomes, including how many learners we are



Key feedback is gathered during the first Common Intake Form User Testing event, where side-by-side, partners and learners tested the technology and shared their opinions.

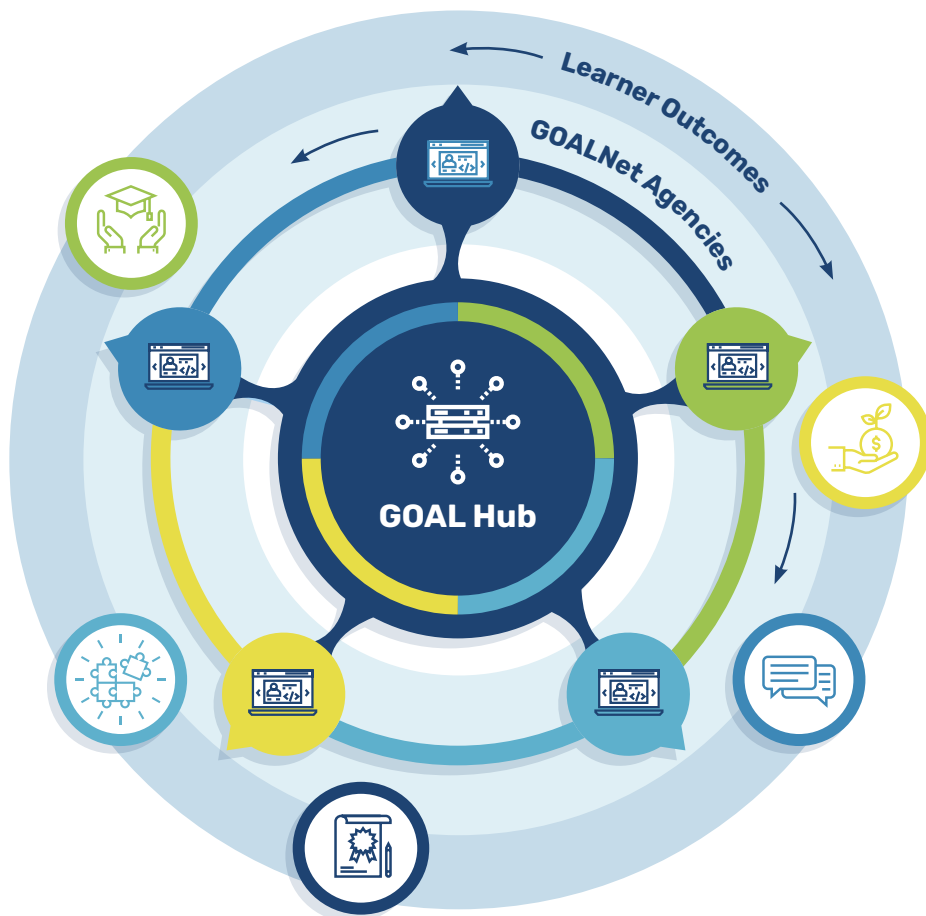
currently serving at any time across our entire partner community, or how many learners have met their goals over a specific range of time.

GOAL Hub will also drive a directory of collective partners and will facilitate more hands-on, functional referrals, increasing awareness



Technology Cohort 1 participates in a training session on GOALNet for cohort partners.

# GOAL Hub Data System



and visibility for all partners in our collective. A public-facing component will allow learners and others who support them to find the right services at the right time. Finally, the Backbone operations of GOAL Collective will be documented and supported by GOAL Hub, from member participation to fundraising to public and partner engagement.

## GOALNet

GOALNet is the collective's shared

data system where learners and agencies create learner profiles by completing the Common Intake Form. The Common Intake Form was developed collaboratively with partners and honed through testing by learners. This year, CIF was finalized and agreed upon by all organizational partners, to drive viable referrals and standardize data collection across the GOAL network.

But GOALNet does more than house learner profiles, streamlining program scheduling, enrollments,

attendance, and assessments. With GOALNet, learners and partners can view completed classes and attendance, set learner goals, and see referral history. Partners can create customizations specific to their services to develop reporting and track learner goals, skills, and outcomes.

The data captured in GOALNet and aggregated in GOAL Hub allow the backbone and collective leadership to track the total number of learners meeting their goals to gauge our impact.

## Data security and governance

Managing learners' sensitive data requires robust data security and governance. Work in this area has progressed in advance of the network being available to all partners. Learner consent was established as a foundational part of the Common Intake Form and continues to guide our processes for sharing data. We are currently developing data sharing and privacy agreements for our partners, as well as collaborating with our legal teams to establish overarching data security, including cyber insurance and an Incident Response Plan.

**“A goal that I have is to be able to perform my job duties in a better way. I work in a hotel and most people are American and speak English, so learning English really well would help me with my job.”**

**ADULT LEARNER**

# Align GOAL efforts and resources to internally strengthen collaboration and improve programming.

## Partner engagement and recruitment

In the long-term work of collective impact, it's critical to keep partners engaged by creating efficiencies and iterating on ways to collaborate. This fiscal year, we renewed formal agreements with many of our long-standing organizational partners, updating the roles, responsibilities, and governance structure for the years ahead.

To continue to drive recruitment efforts, our partners came together and made personal recommendations and connections to potential agencies. To support our partners' efforts, we facilitated two informational sessions, creating space for organizations to explore the benefits and commitments of joining the work. For new partners and new individual members working with existing partners, we continue to hold onboarding orientations so everyone is fully prepared to engage in the work.

Partners kept progress moving forward with a consistent meeting schedule and clearly defined action steps. The Guiding Team maintained a monthly cadence, while the Working Groups structured their meeting frequency based on their group objectives.

Another way we are continuing to drive partner engagement is in the development of peer groups for members. The vision for



Representatives from many partner agencies gathered for February's community meeting.

**"I am a part of the GOAL Collective because I believe that collaboration is essential in workforce development. At a GOAL meeting, Catholic Charities, TCASN and TCAT brainstormed an opportunity for adults to learn career trades in a hands-on environment, with funding and job placement. Individually, the partners did not have all the resources to produce the program from start to finish, but together, the new MIRA (Minority, Immigrant, Refugee and new American) program is possible because of our collaboration."**

**GREG GABIS** | Catholic Charities

peer groups was created by our entire community, using existing successful models. Based on partner input, we have developed an initial list of topics that partners most want to address. GOAL Collective's first peer group is set to meet in September of 2023. Peer groups will

open the lines of communication, creating space for GOAL members to reach out to one another for insight on how they may have solved similar problems. Peer groups will also expand understanding of the mission and focus of individual organizations, fostering deeper collaboration.

# Learner engagement

## 2022-2023 focus groups

Our ongoing dialogue with learners ensures we stay up-to-date and aware of the barriers they are navigating. This insight informs our work and shapes our progress. Our focus groups this year were qualitative in nature, with 22 total interviews. We identified top student goals, as well as top needs to achieve those goals.

**“My daughter is 5 and has great English. I want to understand everything she says.”**

**ADULT LEARNER**

### About Learner Goals

Every learner has a unique goal or set of goals they want to achieve through education. These goals are set wholly by each student, and can be influenced by their family makeup, job situation, or a personal reason known only to them. We set our metrics around helping students identify and achieve their goals, creating space for each learner to define what success means for them - and us.

#### Top Student Goals

- Fluency in conversational English
- Better job opportunities/ability to communicate professionally
- Helping their children in school

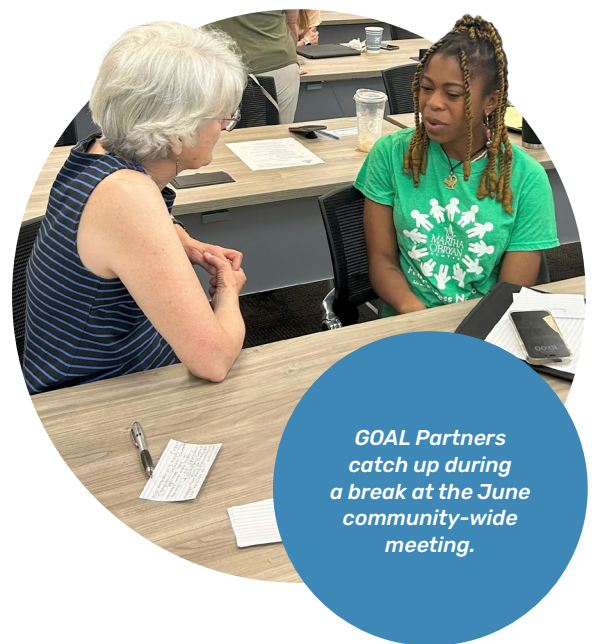
#### Top Student Needs

- Transportation
- More opportunities to learn (at-home practice, speaking opportunities, class variety)

## Elevating learner voices

In early 2023 we facilitated an extensive survey to gather information about learner engagement and collaboration strategies partners apply to more deeply involve learners in the design of programs and classes. We have completed the data collection to document each agency's approaches and challenges. Our next step will be to identify solutions and best practices for application across the collective.

Programs are more effective and individual classes are better attended when they are designed to truly meet the needs of the learner. Without input from learners, organizations lack the insight they need to develop accessible and effective curriculum. This project is the first step in supporting our partners in their individual goals in co-designing programs with the learners they serve, and is a great example of how we are sharing knowledge on different levels to create a stronger and more efficient partner network.



*GOAL Partners catch up during a break at the June community-wide meeting.*

**“I have a lot of goals. I want to improve my conversation and get more confidence to talk in a group. I do better one on one, but in a group, I get nervous and can't remember the words. I want to help more with my kids' school. I don't feel confident reading to my pre-K kid.”**

**ADULT LEARNER**



# Increase awareness and advocacy to support growth in GOAL and in support for adult learning success.

## Donor relationship building

In a move to strengthen our relationships with donors, we applied the Responsive Fundraising Framework in our approach, a concept centered on three actions: listen, connect, and suggest. To more deeply listen to donors, we developed:

- A funder survey to listen and gain deeper insight on needs and perspectives
- New communications via newsletter and social media to connect on a more consistent basis
- A multi-level sponsorship program to give donors more options to

better meet their giving capacity and goals, to create more opportunity for engagement

## Expanding partner participation opportunities

Having a wide range of perspectives available when we are designing processes is critical in developing solutions that work for everyone. To create greater opportunities for organizations and individuals to participate at a level that matched their capacities, we reviewed and developed multiple levels for partners and members. We launched this new structure in 2023.



*Ameshica Linsey and Jeremiah Dameron on hand to represent GOAL Collective, connecting with current and potential partners.*



**For more information about our sponsorship levels, visit [goalcollective.org/sponsorship](https://goalcollective.org/sponsorship).**

## New Engagement Structure

Organizational Partners	Affiliate Partners	Volunteers
<p>Organizational Partner members actively contribute to the day-to-day work of the collective, serving on Working Groups, as Working Group Chairs, or on the Guiding Team. This is the highest level of participation, and organizations at this level may receive a stipend for their engagement.</p>	<p>Affiliate Partner members attend GOAL community meetings, stay up-to-date about progress, and serve as advocates in the community. This is a great level for organizations that may not provide direct services to learners but want to support the efforts of the collective with their aligned resources.</p>	<p>We are excited to create space for individual volunteers who might not be connected to an organization. Volunteers sign a letter of commitment and actively contribute to Working Group initiatives, strategies and discussions and provide support in implementing the work.</p>

# Community outreach

We were honored to contribute to two great events to promote our work and partners.

## Adult Education Spring Summit, hosted by Nashville Public Library

The Adult Education Spring Summit on May 12, 2023 offered Nashville's adult education providers the opportunity to engage in discussion and strategy-building around the issues most pressing to our community. GOAL Collective was front and center at this event, hosting an informational table. Additionally, Associate Executive Director Ameshica Linsey, Ed.D. was a presenting speaker, highlighting the effective outcomes of collective impact within the adult literacy community.



*Ameshica Linsey presents to the Summit audience.*

## The Power In Collaboration: Working Together for Social Impact, hosted by Vanderbilt University

Promoting Nashville's spirit of collaboration, this invite-only panel discussion highlighted active collaborative efforts in Nashville and Middle Tennessee.

GOAL Collective was well-represented on the panel by Dr. Linsey. Other panelists included Ron Johnson from the Office of the Mayor, Erica Mitchell with United Way of Greater Nashville, C.J. Sentell with Nashville Food Project, and Marcy Singer-Gabella with Peabody College, Vanderbilt University.



## Networking Luncheon Event

**A**fter years of hard work and forward progress, we hosted our first ever Networking Luncheon for over 50 guests, including GOAL partners, funders, and community leaders.

We designed the event with 5 objectives in mind: deepen relationships with leaders of current partners organizations, generate interest for future support of our work, create networking and fellowship between GOAL leadership and partners, create opportunities for people to get involved as GOAL members, and raise general public awareness about our work.

In a post-event survey, 90% of respondents said they met someone new or got to know a fellow GOAL partner better at the event. Additionally, 80% of respondents said they were likely to support future GOAL work in any capacity, based on their experience at the event.

We consider this event a great success and look forward to hosting on an annual basis to continue to strengthen existing relationships and create new connections in the community.

***Below:** Keith Barnes with The Family Collective of The United Way of Greater Nashville takes a question during the Q&A session of the event.*





**Above:** Bob Obrohta, Executive Director of Tennessee College Access & Success Network (TCASN), shares his excitement about TCASN becoming the fiscal agent for GOAL Collective.

**“Learners deserve the opportunity to thrive and reach their goals; together, we can make their dreams a reality.”**

**HEATHER NORVELL**

*Heather Norvell, Executive Director of Begin Anew of Middle Tennessee, speaks about the collaborative spirit partners have developed through the years.*



*Associate Executive Director of GOAL, Ameshica Linsey, welcomes attendees to the inaugural event.*



# Looking to the future

This past fiscal year held great forward progress, and we are excited for everything that leads us into the next year.

## Launch Technology Cohort 2

After extensive contributions from Nashville Adult Literacy Council, Begin Anew, NICE, and TLC in Technology Cohort 1, our technology work is moving forward with Cohort 2. Starting in September 2023, Cohort members will implement GOALNet within their agencies. Based on their experiences, we will continue to fine-tune data configurations to our system.

## Expand backbone staff

As we implement GOALNet to Cohort 2 and beyond, data management will become an important support aspect of the backbone. We are in the beginning stages of scoping a position for a full-time data manager, to support partners with data governance, agreements, warehousing, and learner

confidentiality. Because this is a long-term staff position, we will only implement this expansion when we have both the capacity and funding in place for the role.

## Increase partner diversity

We will continue to work to drive and increase engagement from our current partners, but also to increase our partnership roster in order to have a more diverse community. Through our new partnership and sponsorship levels, as well as recruitment materials, we are looking to double the number of organizational partners by June of 2024. Additionally, we are working to expand participation by initiating strategies for shared learning and networking.

## Develop advocacy capacities

We are excited to be in the process of identifying and developing procedures to allow us to act collectively on key local or state policy issues. We look forward to elevating the experience and wisdom of our learners and partner organizations to develop more equitable policies that benefit our community.

## Grow thought leadership

With a confirmed topic in place, we are in the beginning stages of determining a research and collaboration partner to develop and publish our first white paper on adult learner systems and impact. This position piece will serve to highlight our learnings to date and collaborative experience.

## Get involved in GOAL Collective

With our new partner membership levels and sponsorship program, we will find the right level for you to contribute your time or support for our work.

### Become a Partner

*Organizational, Affiliate, or Volunteer*

### Become a Corporate Sponsor

*Diamond Level, \$50,000+  
Platinum Level, \$20,000+  
Gold Level, \$10,000+  
Silver Level, \$5,000+  
Bronze Level, \$1,000+*

### Become a Donor

*Contact us today at [hello@goalcollective.org](mailto:hello@goalcollective.org).*



**For more information about our sponsorship levels, visit [goalcollective.org/sponsorship](https://goalcollective.org/sponsorship). To become a donor, visit [goalcollective.org/contact](https://goalcollective.org/contact).**



## Thank you

We have made incredible strides this fiscal year, working through transitions and building technology that takes significant time and resources. We are grateful for the financial support of our donors who make this possible.





To learn more about how you can join our work,  
visit [goalcollective.org](https://goalcollective.org)

