

Transforming Place through Neighborhood Leadership

SUMMER INSTITUTE

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Overcoming Barriers to Collaboration

The Case of Louisville, Kentucky

Speakers: [Dr. Jorrit de Jong](#), Director of the Bloomberg Center for Cities at Harvard University with special guests [Marland Cole](#), Executive Director, Evolve502, and [Dr. Marty Pollio](#), Superintendent, Jefferson County Public School District.

This interactive session examines the challenges of taking early-stage collaborations to the next level. We will discuss the case "[Change at the Speed of Trust: Advancing Educational Opportunity Through Cross-Sector Collaboration in Louisville.](#)" It is important to read the case in advance and prepare your response to the discussion questions below so you can fully participate in small-group break-out discussions.

The case tells the story of Louisville's efforts to invest in workforce development through scholarship guarantees, wraparound services, and more. We will explore the challenges of defining the problem, aligning organizations, developing a joint course of action, designing an organizational structure for the collaboration, and leading change. The case ends in 2017 at a critical moment for the initiative. What will it take to overcome the challenges?

Dr. Jorrit de Jong will facilitate an interactive conversation about the dilemmas in the case and introduce insights from Harvard's research on cross-sector collaboration. After the case conversation, he will interview special guests Marland Cole (Executive Director of the collaboration, now called Evolve502) and Dr. Marty Pollio about the progress Louisville has made since 2017.

Preparation: Please read the case "[Change at the Speed of Trust: Advancing Educational Opportunity Through Cross-Sector Collaboration in Louisville.](#)" and prepare your response to the following questions:

1. Was this collaboration moving too fast, too slow, or at the exact right speed?
2. What do you think made it difficult for organizations to align?
3. Imagine you are the newly appointed Executive Director of the initiative in 2018. What would you do to overcome the barriers to collaboration and move things along?
4. In your context, have you experienced tensions between quality, speed, and inclusion? If so, what have you done to address it?