



Results NAZ: Collaboration

A P R I L 2 0 1 7

Prepared by:
Ellen Shelton
Sera Kinoglu

451 Lexington Parkway North | Saint Paul, Minnesota 55104
651-280-2700 | www.wilderresearch.org

**Wilder
Research**

Information. Insight. Impact.

Contents

Key findings.....	1
Background.....	3
Results.....	5
Plan Section 1: Collaborative process.....	5
Plan Section 2: Continuous improvement cycle & building a results culture	10
Plan Section 3: Collaborative communication.....	13
Plan Section 4: Shared resources	17
Plan Section 5: Systems and policy change.....	21
Overall findings across sections of the plan: Benefits, challenges, and suggestions for improvement.....	25
Benefits to partners from collaboration	25
Challenges for partners in collaboration.....	26
What NAZ could do differently.....	28
What partners could do differently	29
Summary of differences by sub-groups	30
Compilation of differences by sub-groups.....	32
Differences by types of organization	32
Differences by types of NAZ teams.....	33
Differences by respondent’s role	34
Conclusions.....	35
Appendix.....	36
Methods.....	36
Results NAZ – Collaboration survey for partners – February 2017.....	39

Figures

1. Overall level of satisfaction with the NAZ Collaborative	5
2. Questions related to the NAZ collaborative process.....	7
3. Questions related to the continuous improvement cycle and building a results culture	11
4. Questions relating to collaborative communication	14
5. Questions related to shared resources	18
6. As a result of NAZ's work, I have seen changes in our community in.....	21
7. What are the biggest benefits to your organization from its partnership with NAZ? ...	25
8. What are the biggest challenges of your organization's partnership with NAZ?	27
9. What changes do you think NAZ might consider to improve the partnership with your organization?	28
10. What changes could your organization make to improve the partnership with NAZ? .	29

Acknowledgments

We would like to thank the following people for their contributions to this report.

NAZ partners

NAZ partners who took time to respond to the survey to provide the feedback on which this report is based. Also, those who helped review and pilot-test the survey instrument:

Dianne Haulcy, Think Small

Cindy Hillyer, Minneapolis Public Schools

NAZ staff

Vanessa Abanu

Jillian Kahn

Michelle Martin

Tisa Mitchell

Megan Normandin

Michelle Palo

Tiffany Worsley Wilson

Wilder Research staff

Walker Bosch

Jen Collins

Dan Swanson

Key findings

Survey results show that NAZ collaborative participation is high, is generally satisfactory to those who participate in collaborative teams and groups, and is helping as intended to drive change in services in many of the participating organization. Nearly three-quarters of respondents report that these efforts are having broader impacts in the Northside community. Opportunities for improvement in collaboration are mainly in clarity of roles, decision-making processes, communication, and the use of the shared data system.

Overall positive levels of satisfaction with the NAZ collaborative experience

- 91 percent of respondents are very satisfied, satisfied, or somewhat satisfied with the NAZ collaboration experience overall
- Areas of highest assessment and/or satisfaction include the perception that NAZ membership is beneficial to the member organizations (94% agree or strongly agree), and that the level of commitment among collaboration participants is high (74% agree)

Participation in NAZ is leading to changes in how organizations do their work

- The NAZ partnership is helping organizations and individual representatives focus on a shared vision of better outcomes for Northside children and families (73% agree or strongly agree) and has led to changes in how participating organizations work (58% agree or strongly agree)

A majority of respondents feel NAZ's work is leading to improvements in the Northside community

- Examples of the kinds of changes people report include greater success among families and youth who are supported; an increase in engagement and involvement among parents; a shift in how parents and scholars think about education and their futures
- Other changes cited by many include systemic changes such as increased funding opportunities and increased capacity for problem-solving

Areas with the greatest room for improvement are related to clarity of roles, decision-making processes, and communication

- While differences exist across kinds of collaborative teams and groups, in general the scale and comprehensiveness of NAZ continues to make it difficult to establish clarity of roles across the many different kinds of participants (54% agree or strongly agree that people in their group have a clear sense of their roles and responsibilities) and clarity in decision-making processes (43% agree or strongly agree that there is a clear process for making decisions among the partners in their group)
- Communication has many positive aspects, including generally open communications (68% agreement) and a process that helps to move meetings and communications from talk to action (64% agreement); however, there is still a need to increase these ratings and especially to find ways to simplify communications and increase their transparency

Partners are committed to using data to drive decisions, but the NAZ Connect data system could be more consistently used

- Respondents are generally confident in their organizations' capacity to use and learn from data (91% agreement), but less confident in their ability to use the NAZ Connect database for this purpose (46% agreement), or the extent to which their staff are entering data regularly (23% agreement)

Partners continue to be interested in increased connections with other partner organizations

- Respondents not only feel the partnership is currently beneficial; in open-ended suggestions about ways to increase the effectiveness of the NAZ partnership, many express a desire to connect more with other partners, to share understanding of the community and its needs, of best practices, and of funding opportunities (including potential for collaboration on funding)

Background

The NAZ Effective Collaboration Results Plan was established in January 2017 by a team of 5 NAZ and 11 partner staff representing all the main NAZ strategy areas. Its purpose is to define the collaborative practices for NAZ’s anchor partners (i.e., partners who participate in the shared data system, NAZ Connect, host co-located staff, and agree with their peer organizations on the evidence-based practices adopted in the Results Plans for their own area of practice) in their work with each other and with NAZ scholars and parents.

This collaboration is central to NAZ’s work. In its larger sense as the NAZ Ecosystem, NAZ is the collaboration: one integrated program that works across all its partner organizations and schools to deliver services and supports to NAZ-enrolled families as seamlessly as possible.

Findings in this report are based on a survey of NAZ collaborative partners in February and March, 2017. Invitations were sent to 79 representatives of 34 partner organizations, and surveys were completed by 43 respondents from 28 organizations, for a response rate of 54 percent.¹ Closed-ended questions in the survey were either developed specifically for this survey, based on the specifics in the Results Plan, or are taken from a research-tested inventory of factors shown to be related to effective collaborations. For more detail about the survey and the respondent sample, see the Appendix.

About half of survey respondents were members of more than one NAZ collaborative group. For clarity in interpreting results, they were asked to select just one group (this could be the one where they spent the most time, or the one they considered the most important). However, in a question at the end of the survey, all of these respondents reported that their answers would have been generally similar for the other group(s) in which they participated. Therefore, when responses were analyzed separately for different kinds of groups, answers were included in all different groups to which these respondents belonged. All the NAZ groups that were represented in the survey, and how they were re-grouped for reporting here, are listed in the Appendix. Because there are many different ways in which the different NAZ collaborative groups and teams could be aggregated for reporting, most results in this report are given only for all respondents together. Where there are notably different patterns for certain teams or groups of teams, these are noted at the end of each section.

¹ The report includes information from a total of 47 respondents, which includes four more who answered at least one full section of the survey. These respondents’ answers are included for those questions they did complete. See the appendix for a description of the survey sample.

The report is organized following the sections in the recently-updated Results Plan for Collaboration. To facilitate the use of findings to review the plan's components, each section begins with a statement of the strategies included in that part of the plan.

It should be noted that the timing of this survey, in February and March of 2017, came immediately after the completion of an 18-month process of reviewing and re-organizing what were previously called Solution Plans into Results Plans. While the strategies are largely consistent with past plans, it is very likely that many of the survey respondents are not yet aware of this reorganization, or of the implications of the new plans for how goals are identified, how they will be measured, or how best practices will be defined for effective implementation. They were assured that the only right answers in the survey were those that accurately described their own experience with collaboration in their NAZ groups.

Results

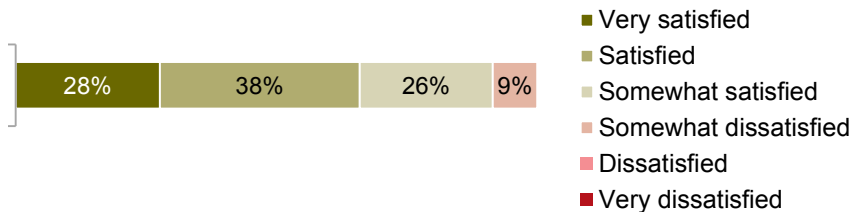
Plan Section 1: Collaborative process

- **STRATEGY 1** NAZ and partners will co-create an annual site-based implementation plan based on the related elements in the NAZ Collaborative Results Plan to define and support implementation.
- **STRATEGY 2** NAZ and partner staff participate in specified meetings together to address technical, adaptive, relationship and resource work to support outcomes across the collaborative.

Closed-ended questions

At the start of the survey, respondents were asked to rate their overall level of satisfaction with being a part of the NAZ Collaborative (Figure 1). The answer scale offered three levels of satisfaction (very satisfied, satisfied, and somewhat satisfied) and three similarly worded levels of dissatisfaction. Ninety-one percent expressed satisfaction, with the responses fairly evenly divided between the three levels of satisfaction. Nine percent answered “somewhat dissatisfied,” and none expressed stronger levels of dissatisfaction.

1. Overall level of satisfaction with the NAZ Collaborative (N=47)



The section on Collaborative Process included 15 closed-ended questions that asked for ratings on more specific aspects of the collaborative process, based on respondents’ experience with one specific NAZ collaborative team. Response options were a five-point scale from Strongly Agree to Strongly Disagree.

Although the items in this section of the survey covered many different topics, in general the responses showed high levels of endorsement for organizations' commitment to NAZ, their perception that their organizations benefit from being part of NAZ, and agreement that NAZ provides a shared (and mutually understood) purpose and vision (Figure 2). The statements that received the most positive responses were:

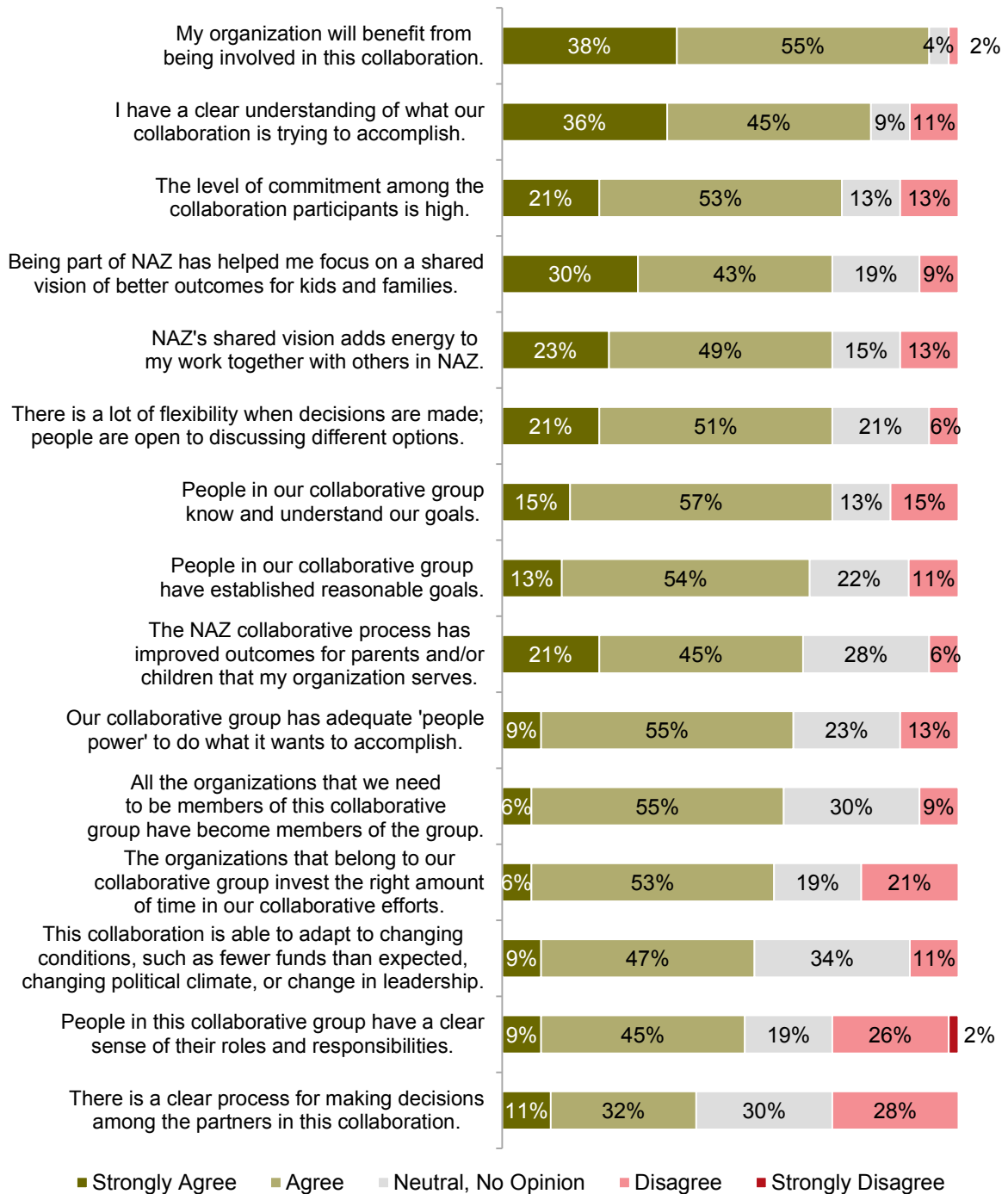
- My organization will benefit from being involved in this collaboration (94% agree or strongly agree)
- I have a clear understanding of what our collaboration is trying to accomplish (81% agree or strongly agree) (But see note in next paragraph)
- The level of commitment among the collaborative participants is high (74% agree or strongly agree)

The high ratings for the clarity of what the collaboration is trying to accomplish must be interpreted in conjunction with answers to other questions, both closed-ended and open-ended, indicating a need for more clarity about goals and purposes. See, for example “People in our collaborative group know and understand our goals” in this section (72% agree or strongly agree), which is slightly lower; and in the section about collaborative communications, when asked how NAZ communications could be improved, eight respondents (21%) indicated a need for more clarity around goals and purpose. One way in which this pattern of responses makes sense is if participants feel clear about the overall goals of NAZ (“our collaboration”), but less certain of the specific goals and purpose of the individual team (“our collaborative group”).

Areas that received lower rates of agreement, and which could benefit from further consideration, were issues related to clarity of roles and responsibilities, clarity of the decision-making process, and the collaborative's ability to adapt to changing conditions. There was also a relatively high level (21%) of disagreement that partners spend the right amount of time in collaborative activities (although it is not clear whether this means people think they are currently spending too much or too little time, or have mixed opinions). The statements that received the lowest ratings were:

- There is a clear process for making decisions among the partners in this collaboration (43% agree or strongly agree)
- People in this collaborative group have a clear sense of their roles and responsibilities (54% agree or strongly agree)
- This collaboration is able to adapt to changing conditions, such as fewer funds than expected, changing political climate, or change in leadership (56% agree or strongly agree)

2. Questions related to the NAZ collaborative process (N=46-47)



Influence of the collaborative approach on outcomes

Sixty-two percent of respondents can think of at least one specific example when the NAZ collaborative approach has resulted in better outcomes for someone they or their organization has worked with. Twenty-one percent answered “No,” they could not think of a specific

example, and 17 percent answered that they didn't know. People who answered "Yes" were asked to give an example of the change they had seen.

More than one-third of respondents who indicated a positive outcome of some kind said that the NAZ collaborative approach allows for more effective resource allocation (further described in Plan Section 4 below), whether financial or otherwise (n=10, or 36% of those answering this question).

Once information on the participant family's need was identified, resources were shared with the family that we as an organization could not have provided or maintained for the family.

Respondents also noted that the approach has improved both scholars' performance and their learning environments (n=10, 36%); several noted general improvements in academic performance.

The school walkthroughs, the focus on instructional leadership and quality instructional practices, trainings like the innocence classroom, have all helped foster a higher quality of instruction in our classrooms. This has great impact on the outcomes of our students.

For some respondents, the collaborative approach meant that it was easier to connect with others and gain deeper insight into the lives and needs of the scholars and families they work with (n=5, 18%).

Having close intimate knowledge of what is going on with a NAZ family has made us better able to get the support a family needs to keep them stable.

Note that other kinds of change, including individual, organizational, and community level outcomes, are also addressed in Section 5.

Summary of differences by sub-groups

Overall satisfaction

- Overall satisfaction levels were higher among respondents from Early Childhood organizations than those from other areas (OST or family support organizations or schools). They were also higher among people who were senior leaders of their organizations (e.g., principals or CEOs) compared to people who were directors or managers. By types of teams, satisfaction levels were higher among those on Solution Action Teams and individual scholar-focused teams.
- Team leaders were slightly more likely to indicate "slight dissatisfaction" with the overall experience (22% compared to 5% among others).

Specific aspects of the collaborative process

- **Early childhood.** Respondents representing early childhood organizations gave higher ratings on a wide variety of items throughout the survey. A notable exception is their lower rating on the NAZ collaboration's ability to adapt to changes.
- **Family support.** Respondents representing family support organizations (career and finance, housing, and behavioral health) gave the highest ratings, compared to other areas, on the collaboration's adaptability and its shared vision adding to their energy for their work. Their ratings were lower than those of other areas on including all organizations that need to belong, having adequate people power, and a clear understanding of what they were hoping to accomplish.
- **Out of school time.** Compared to other areas, respondents representing OST organizations gave high ratings on the collaboration's helping them focus on a shared vision, clarity of vision, and their organization's benefit from being part of NAZ. Their ratings were lowest among the different groups on understanding the goals of the group and having a clear understanding of roles and responsibilities.
- **Schools.** Respondents representing K-12 schools, as well as those on school teams more generally, rated most items in the survey slightly lower than other respondents; this was especially notable for ratings related to helping them focus on shared vision and having that shared vision add energy to their work. School respondents, on the other hand, gave the highest ratings for having the "people power" to do what the group needs to accomplish, and also express relatively higher agreement on clarity of roles and responsibilities.
- Respondents on **scholar-focused teams** rated most items higher than those on other kinds of teams. **Solution Action Team** members also gave higher ratings on many items, especially on partners investing the right amount of time. **Leadership level teams** (i.e., Strategic Leadership Team, Results Integration Team, and Principal Leadership Team) gave lower ratings on many items, especially on having a clear understanding of what the group is trying to accomplish (perhaps indicating they have higher standards for such an understanding), but also gave the highest rating to the level of commitment among participants.

Examples of kinds of changes people have seen

- Solution action teams were by far the most likely to say that the collaborative approach has resulted in better outcomes in the form of improved resource allocation (n=9); school teams were the least likely (n=0).

- Respondents indicating that the collaborative approach resulted in improved performance and learning environment were distributed nearly evenly across all types of teams (more than any other response option); school teams had the highest percentage noting this outcome.
- Respondents at the director or manager level were more likely to say that the collaborative approach generally leads to better outcomes.

Plan Section 2: Continuous improvement cycle & building a results culture

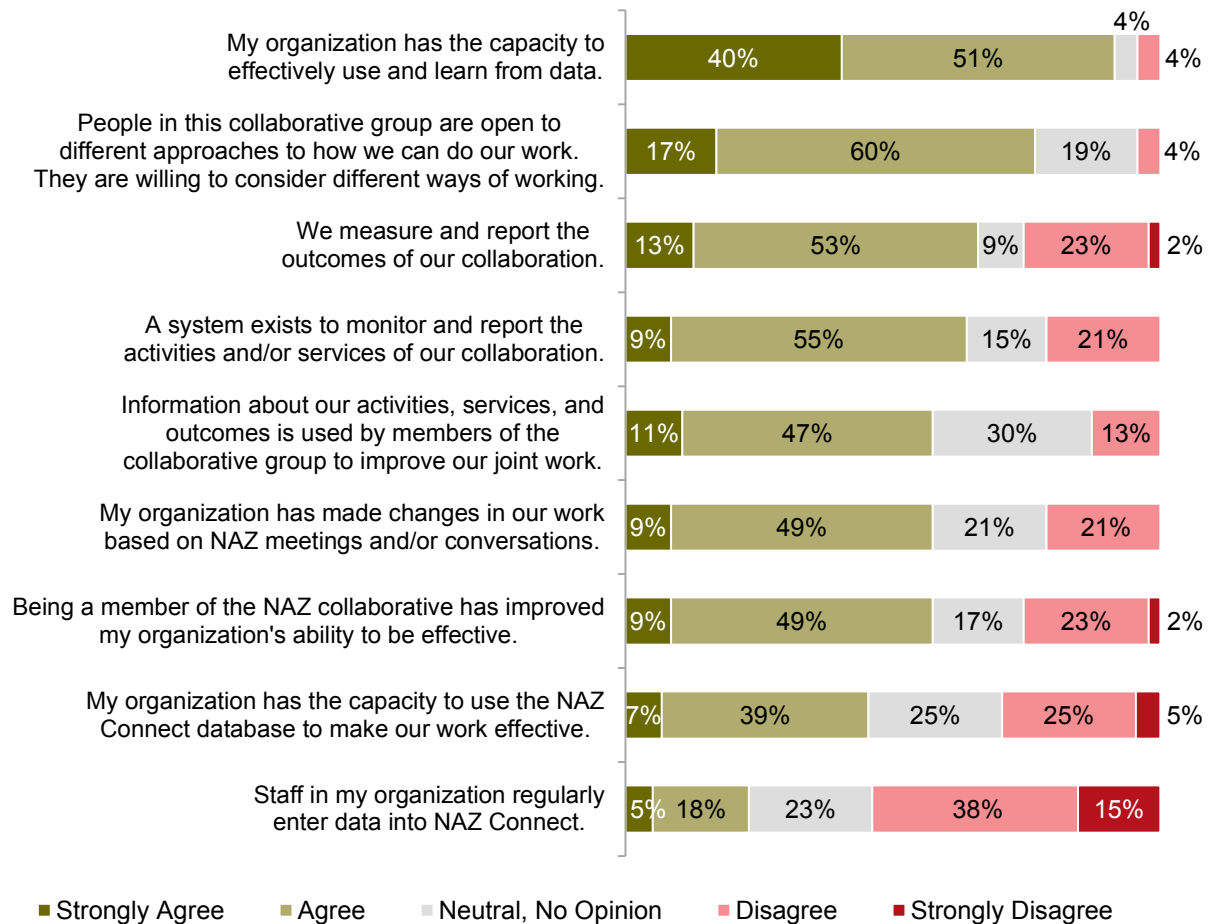
- **STRATEGY 3** Contribute organizational data to collaborative database.
- **STRATEGY 4** Use data and learnings for continuous improvement.
- **STRATEGY 5** Intentional practice of effective results-focused conversations to drive action across meetings and interactions.

Over 75 percent of respondents agreed or strongly agreed that “people in this collaborative group are open to different approaches to how we can do our work” (Figure 3). Over half of respondents agreed or strongly agreed with a variety of statements about monitoring and reporting activities, services, and outcomes, and the use of information to improve both joint work and the work of the individual organization. Fifty-eight percent report that “being a member of the NAZ collaborative has improved my organization’s ability to be effective.”

Questions that ask more specifically about data and its uses show a striking contrast to each other. On the one hand, 91 percent of respondents agree (including 40 percent who strongly agree) that “my organization has the capacity to effectively use and learn from data” – the highest level of agreement to any statement in this section. On the other hand, about half this number (46%) report that “my organization has the capacity to use the NAZ Connect database to make our work effective,” and only 23 percent report that “staff in my organization regularly enter data into NAZ Connect.” (It must be noted that about one-quarter of respondents either did not know the answer to these latter two questions, or were not comfortable picking either “agree” or “disagree” in response.)

The contrast between the high rating for the capacity to use data (in general) but low rating for the capacity to use NAZ Connect data (in specific) may reflect a general pattern in which most partner organizations have had time to develop and become comfortable with their own data systems, including some ability to tailor those systems to their own activities and outcomes, whereas there may have been less time to become familiar with the NAZ Connect system, and limited flexibility, as part of the broad NAZ collaborative, in how NAZ Connect can be tailored to different partners' circumstances.

3. Questions related to the continuous improvement cycle and building a results culture (N=39-47)



Examples of kinds of changes organizations have made

Fifty-eight percent of respondents reported that “my organization has made changes in our work based on NAZ meetings and/or conversations.”

Among those who said their organization had made changes, the most common example cited by respondents was that they adopted or implemented a new or more effective strategy (n=9, 38%). For example, one respondent said that they better engage families “utilizing the NAZ Navigator model.” Fewer noted that they went one step further and actually restructured the program in some way (n=5, 21%), and two respondents said they made changes to staff roles or training.

We changed our model of delivering the Reading Corps at [anchor school] to an embedded Scholar Coach Model instead of Reading Corps tutors serving multiple grades in a single school.

Others indicated broad effects such as a deepened focus on their mission and commitment to community (n=8, 33%) and an emphasis on collaboration, partnership, and engagement (n=7, 29%).

By sharing data we have a clear understanding of scholars' achievement as well as challenges. Our work is radically connected to eliminating the achievement gap and ending generational poverty. Because of the connection with all of North Minneapolis. We have modeled what a whole community looks like to our children.

We have worked with NAZ to try and collaborate in our support of students. Previously (before collaborating with NAZ) we did not have the opportunity for a home-to-school connection unless the teacher was willing/able to do this.

Summary of differences by sub-groups (bullet points)

Closed-ended items

- Compared to representatives of other kinds of partner organizations, representatives of **early childhood organizations** generally gave the highest ratings (that is, the highest percentage “agree” or “strongly agree”) across most questions. The exception in this section of the plan was in regard to the question about openness to different approaches. Respondents representing **schools** generally gave lower, or the lowest, ratings compared to those from other kinds of organizations. **Family support** organization respondents were notably lowest in their rating of their organization’s capacity to use and learn from data, but high ratings on openness to different approaches.

- Compared to other types of teams, **Solution Action Team** members gave the highest ratings to measuring and reporting outcomes and the use of information to improve their joint work. **School team** members rated these two items lower than other kinds of teams did, but gave the highest rating of any team type to NAZ membership helping their organization’s ability to be effective. **Leadership level team** members gave the highest rating of any team type to staff in their organizations regularly entering data into NAZ Connect, and also gave relatively higher ratings on their organization’s capacity to use NAZ Connect to make their work effective, and having made changes based on NAZ meetings or conversations. **Scholar focused teams** were highest in their ratings of the capacity to effectively use and learn from data, and in use of information by group members to improve their joint work.

Examples of kinds of changes organizations have made

- Solution action and leadership level teams were more likely to say that their organization had adopted or implemented a new or more effective strategy as a result of meetings with NAZ.
- Respondents at the director or manager level were more likely to say that their organization had adopted or implemented a new or more effective strategy as a result of meetings with NAZ, while senior leader respondents were more likely to comment on a renewed focus on their mission and commitment to community.

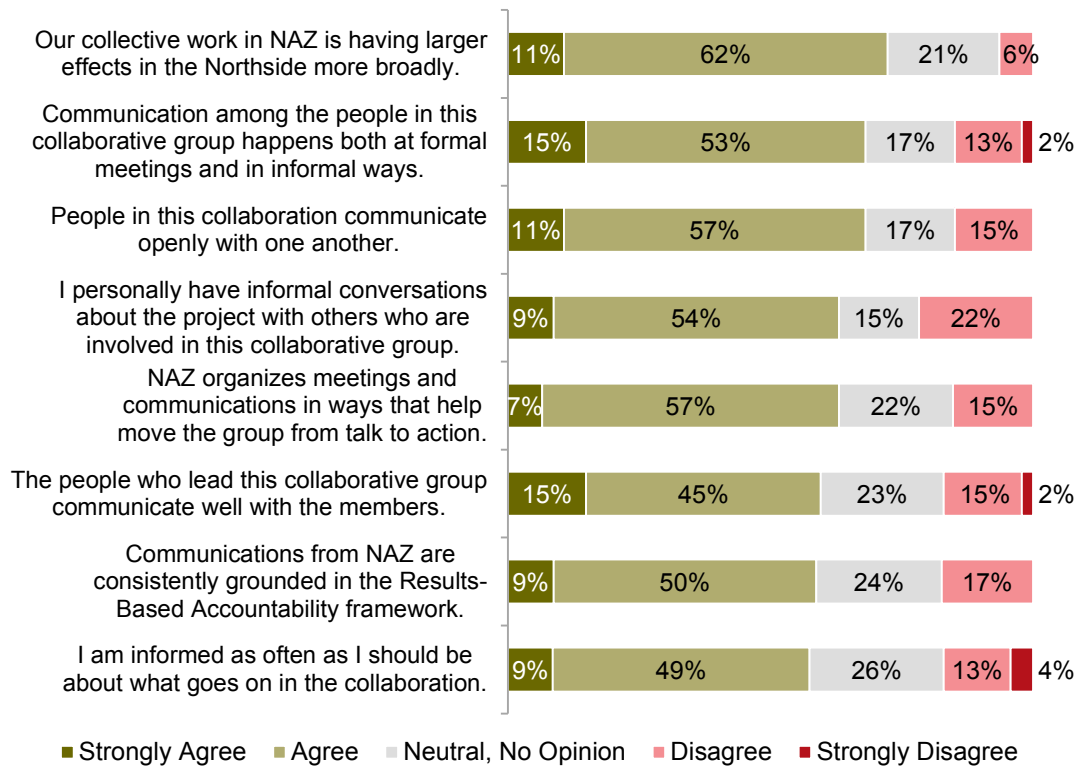
Plan Section 3: Collaborative communication

- **STRATEGY 6** NAZ organization and partners will share in developing and communicating collaborative results and other PR stories relevant building a college-culture in North Minneapolis.
- **STRATEGY 7** Participate in building a “College-Going Culture” in North Minneapolis.

Responses about communications in the NAZ collaborative were much more consistent in levels of agreement, with no statement above 75 percent agreement/strong agreement, but also none below 50 percent (Figure 4). The highest level of agreement in this section, at 73 percent, is for the statement that the collective work of NAZ is producing effects that merit communications to the wider community beyond NAZ. Open-ended examples of the kinds of effects people have seen include some that explicitly describe increases in the college-going culture on the Northside.

Other questions in this section dealt with communications within NAZ in general, and within the specific group being described. People generally agree that communication is open and occurs both formally and informally, and that group leaders communicate well with members. Respondents also feel that “NAZ organizations meetings and communications in ways that help move the group from talk to action” (63% agree or strongly agree), and that communications “are consistently grounded in the Results-Based Accountability framework” (59% agree or strongly agree). The lowest-rated item, at 58% agreement, is about frequency of communication about the collaboration.

4. Questions relating to collaborative communication (N=46-47)



Examples of how NAZ’s collective work has affected the Northside

Among the 73 percent who indicated that the collective work of NAZ has had a larger effect in the Northside, respondents most often said that the effect was most noticeable in that families and youth were supported and successful (n=11, 38% of people who reported a larger effect).

With our collaboration and collective work, we are supporting families holistically. This helps families to be encouraged that there are people who are invested and care about their needs and improvements.

They also noticed an increasingly overall positive sense of community being built in the Northside (n=8, 28%).

It is gathering community members, families, and schools together to improve the community.

Other examples of the broad effect of NAZ included an awareness of issues affecting the Northside alongside NAZ's work (n=6, 21%) and increased engagement and involvement from parents (n=5, 17%).

People seem to see NAZ as a positive force for change, not another external body trying to come in and change the community, but something that has grown out of the community itself.

Awareness of north side issues seems to be increased. Business and other funders have increased their investment in north side activities as a result of that visibility.

I believe NAZ is empowering parents to be active participants of their students' education.

A few respondents also saw positive shifts in language and culture as a result of the collective work happening with NAZ (n=4, 14%).

Parents are spreading the word. The language we hear from scholars about going to college has been more frequent.

NAZ has shift[ed] the paradigm about how parents think about their kids' education/future in a positive way.

Having the conversation itself lends to different decisions being made and how our young people are being talked about.

Suggestions for how NAZ's communications could be improved

When asked about ways NAZ's communication could be improved, respondents made a wide range of suggestions, most frequently expressing the desire for improved clarity about expectations (n=8, 21%). Another eight respondents also said that they would like more clarity around goals and purpose; five indicated that NAZ should improve their timeliness (13%).

My biggest struggle is timeliness - everything at NAZ seems to take much longer than I think it should and momentum is lost, tracking conversations gets lost. Responses to emails, follow-up from work group meetings, etc.

On a few occasions, timeliness was paired with comments about wanting to meet or connect with more regularity (n=7 and 18% overall, n=2 in combination with timeliness). Of the respondents who commented about meeting and connecting more regularly, three described experiencing a lack of frequency and/or predictability around meeting with NAZ.

The meetings have been very sporadic. We were meeting with the team of individuals regularly at the site and then it just stopped.

Though less prevalent, a few relationship-focused suggestions also emerged: request and respect input from partners (n=3, 8%); keep partners updated on NAZ activities (n=2, 5%); and focus on actually engaging with partners (n=2, 5%).

There are times that it feels that NAZ is not open to others' ideas. Things are often presented as if things must happen in their way with little deviation from their idea of how things should happen.

Perhaps it is my own schedule or the fact that several people from my organization are maintaining links with NAZ, but I feel I am usually reacting to communication rather than engaging with it.

Summary of differences by sub-groups

Responses to closed-ended questions

- By type organization represented, those from **early childhood** organizations gave the highest ratings on most items in this section (except seeing larger effects on the Northside and openness of communication among the group). Those from **family support** organizations gave the highest ratings on seeing larger effects on the Northside, and also highly rated the communication happening at both formal and informal. **OST** organization respondents gave the highest ratings on open communications within the group and being informed as often as they feel they should be. Those from **schools** gave the lowest ratings on every item in this section, most notably on openness of communication and NAZ organizing meetings and communications in ways that move the group from talk to action.
- Compared to other types of teams, members of **Solution Action Teams** and **scholar-focused teams** generally rated questions in this section highest, while **school teams** and **Leadership level teams'** ratings were often the lowest.

- **Directors or managers** gave higher ratings than senior leaders on many items, including especially open communications; also on how well team leaders communicate with their members. This is an interesting contrast to ratings given by **team leaders**, who tend to give a low rating to how openly members of the group communicate with each other, and how frequently they themselves are informed.

Effects on the Northside

- Individual-level teams were more likely than others to say that a larger effect of the collective work of NAZ is that families and youth are supported and successful.
- Site-level and school teams were least likely to say that effects included awareness of the issues and of NAZ’s work (n=0 for both).

Suggestions for improving NAZ communications

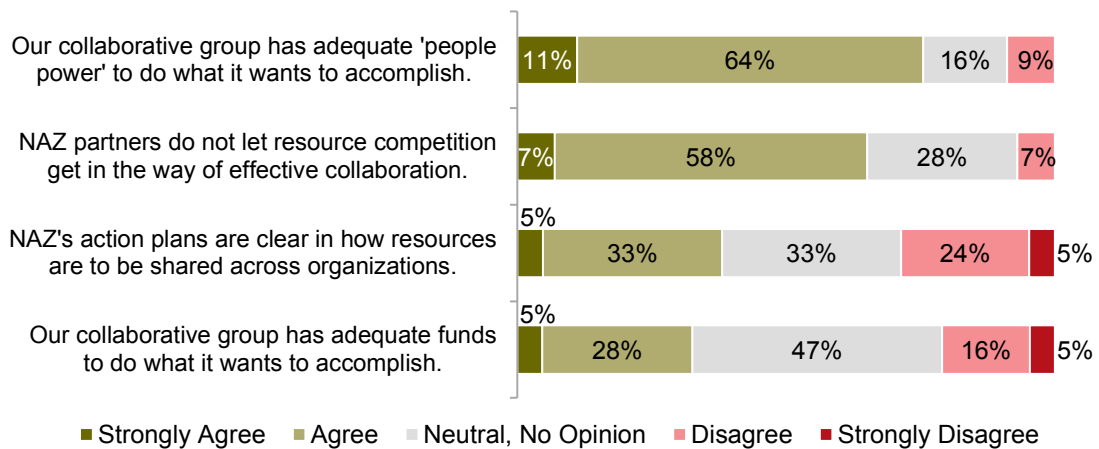
- Leadership teams were most likely to suggest that NAZ’s communications could be improved through clarity about goals and purpose (n=4) while individual level teams were least likely to note this (n=1).
- Senior leader respondents were much less likely to notice a shift in language and culture as an effect of the collective work of NAZ.
- Director or manager level respondents were much less likely to indicate an awareness of issues and of NAZ’s work as a result of their collaboration with NAZ.
- Respondents at the senior leader level were most likely to express the need for clarity about goals and purpose in regard to improvements to NAZ communications.
- Respondents at the director or manager level were most likely suggest communication improvements in the form of clarity about expectations.

Plan Section 4: Shared resources

- **STRATEGY 8** Develop, identify and report on budget for NAZ organization and full collaborative work to reach goals.
- **STRATEGY 9** Identify opportunities for shared funding proposals aligned with business plan goals.
- **STRATEGY 10** NAZ organization and partners will work together to shift the culture of resource investment toward less siloed funding.

Closed-ended questions about resources focused on availability of people and funding to get the work done, as well as issues of resource sharing (Figure 5). Not surprisingly, “people power” is considered much more adequate than funding (75% vs. 33% agreement). However, 65 percent of respondents report that “NAZ partners do not let resource competition get in the way of effective collaboration.” There may be room for more clarity in the action plans about how resources are to be shared (38% agree that this is currently clear), but nearly half of respondents indicated they did not feel able to state an opinion one way or the other for this question.

5. Questions related to shared resources (N=42-45)



Note that the “people power” question was asked in this section for a second time, after having also been asked in Section 1 as it related to the overall collaborative process. Responses were generally consistent across the two instances, though agreement was stronger in the context of this section (75% agreed or strongly agreed in this section, vs. 64% in the first section).

How decisions about resources could be improved

Echoing responses about improvements to communication with NAZ, respondents most frequently said that decisions about resources could be improved with more transparency or clarity (n=9, 33%).

Information in [the] resource budget and availability could be shared with NAZ partners/collaborative.

[Provide] clarity around dollars invested/targeted to specific strategies and partners.

However, some respondents also said that there were no necessary improvements regarding decisions about resources (n=5, 19%), and an additional four said that they do not know

what resources are available (15%). Two respondents said they need a better understanding of NAZ's organizational structure (7%).

Suggestions about approaches to seeking resources or funding also included collaborating on grants rather than competing for them (n=3, 11%) and trying to tailor resource allocation for partner organizations (n=2, 7%).

How NAZ and NAZ partners can leverage resources better together

This desire for collaboration was also present among responses about ways that NAZ and its partners can better leverage resources together. The most common responses regarding leveraging resources were to connect and collaborate with other partners (n=8, 30%) and to communicate about opportunities (n=8, 30%). A related comment made by two respondents was to align resources by goal or focus area.

The process of open dialogue about community resources and national best practices is one of the strengths of our partnership.

I would like for NAZ to share with us what's available and how we can take advantage of the supports.

Selectively be present with one another around grant seeking options.

Others expressed interest in actually sharing resources, including funding, across sites (n=7, 26%); for some this meant financial resources, while others specified information in the form of knowledge or data.

To learn in depth what resources each organization has to offer and learn the top needs of the community we are serving.

Summary of differences by sub-groups

Responses to closed-ended questions

- By the type of organization represented, those from **OST** organizations were by far the highest in their rating of the adequacy of funds, but lower than others in rating how clear action plans are in how resources are to be shared. **Early childhood** representatives were highest in ratings of clarity of sharing across organizations and in not letting resource competition impede collaboration; they were lowest in agreeing that their group has adequate funds. **School** representatives were high in their rating on the availability of "people power," but low in agreement that resource competition does not get in the way of collaboration.

- By types of teams, **Solution Action Team** members were lowest in their rating of the availability of “people power.” **Scholar focused teams** gave the highest ratings of all team types on all four items in this section, joined by equally high ratings from **school teams** on “people power” and clarity of how resources are to be shared. **Leadership level team** members gave lower ratings than others on the adequacy of funds and problems with resource competition.
- **Senior leaders** gave high ratings on “people power” and clarity of how resources are to be shared; **directors and managers** gave higher ratings on adequacy of funds.

Improving decisions about resources

- Leadership teams were much more likely to believe that transparency and clarity could improve decision-making about resources than other themes that emerged.
- Across the levels, individual teams were most likely to say that they did not know what resources were available (leadership was least likely at n=0).

Leveraging resources better together

- Of all the comments about ways to leverage resources better, individual teams were most likely to suggest increased communication about opportunities.
- Leadership and individual teams were least likely to say that sharing resources across sites would help to leverage them better.
- Senior leaders were much more likely to say that transparency or clarity would improve the resource decision-making process (half of senior leaders said this).
- Respondents at the director or manager level were split nearly evenly across each comment theme, with just one respondent commenting on collaborating on grants and one commenting on tailored resource allocation.
- Director or manager level respondents were much more likely to note that connecting or collaborating with other partners would help leverage resources better.

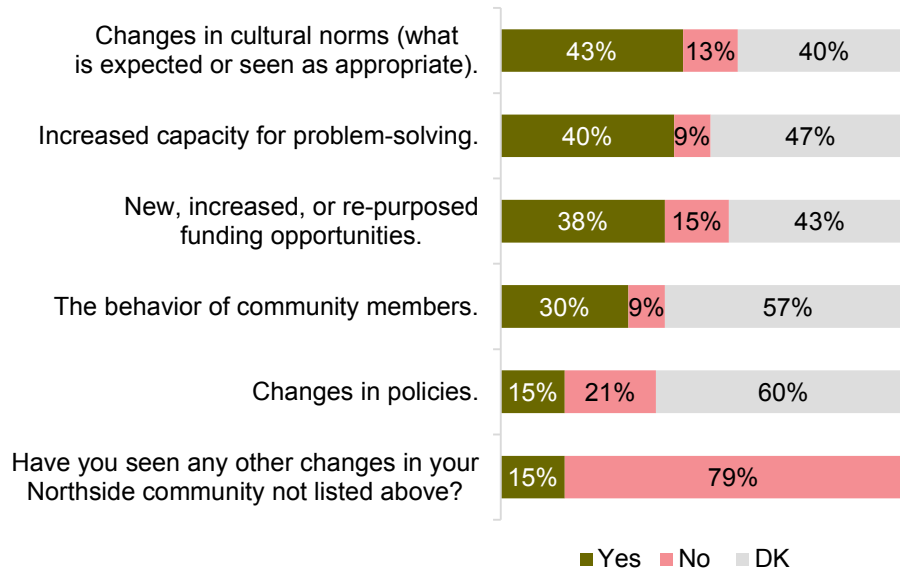
Plan Section 5: Systems and policy change

- STRATEGY 11** Use learnings, opportunities, and barriers identified through results plan and shared work with families to established systems change and policy agenda.

Changes as a result of NAZ, including systems and policy changes, were assessed through a closed-ended question that also asked about other kinds of changes due to NAZ’s work. These categories were based on the national literature about the kinds of impacts that may be expected as a result of collective impact initiatives.²

Three kinds of change were clustered at the top in the percentage of respondents who reported them: Changes in cultural norms (what is expected or seen as appropriate), which was reported by 43 percent; increased capacity for problem-solving (reported by 40%); and new, increased, or re-purposed funding opportunities (reported by 38%) (Figure 6). Other changes that typically take a considerable time to emerge at scale are, not surprisingly, reported by fewer respondents: Changes in the behavior of community members (30%) and changes in policies (15%).

6. As a result of NAZ's work, I have seen changes in our community in... (N=45)



² See Preskill, H., Parkhurst, M., and Juster, J.S. (2014.) *Guide to Evaluating Collective Impact, Vol. 02: Assessing Progress and Impact*. Collective Impact Forum (collectiveimpactforum.org). Downloaded December 15, 2016 from <http://collectiveimpactforum.org/sites/default/files/Guide%20to%20Evaluating%20CI%2001.pdf>.

In addition to the kinds of changes specifically asked about, 16 percent of respondents (n=7) reported having seen other kinds of changes in the community as a result of NAZ's work.

Most respondents who said that they saw some other change in their community noted an increase in engagement, interest, and overall positivity (n=5 of the 7); two additional respondents said that they saw an increased focus on college.

It seems that families are more positive and optimistic.

Examples of changes that have occurred in the Northside community

All respondents who reported any of the kinds of changes mentioned above were asked to give an example of a change they had observed. The sense of engagement, mentioned by those who categorized it as an "Other" kind of change, was also the most cited example of change noticed by the larger group of respondents; nearly half of the examples suggested an overall commitment to change, whether that be through collaboration and partnership or being focused on a mission of improvement (n=11, 44%). This also translated into actual improved outcomes among youth, families, and the community overall (n=7, 28%), as well as increased parent and teacher involvement (n=6, 24%).

I believe NAZ is helping shape the culture and attitudes of the teachers at [our school] and further supporting and educating them on how to better work with our youth.

Families are proud to be a part of the Northside. They feel supported and valued.

A few respondents also said that they have noticed that there are more funding opportunities (n=4, 16%).

Increased availability of rental assistance dollars that benefit NAZ families.

How NAZ's learnings and impact could be increased in scale

Respondents were asked what else NAZ could do (or do more of) to bring its learnings and impact to scale, to affect the larger community or the systems that serve it. Suggestions for scaling up impact were wide-ranging; a few themes emerged that focused on internal strategies: clarifying or re-establishing goals (n=5, 17%), evaluating impact and focusing on data (n=3, 10%), and implementing new training opportunities for staff (n=2, 7%).

Increased use and analysis of data; Transparency about strengths and challenges within NAZ; Increase communication about the significant roles partners have played in NAZ success.

Six respondents said that NAZ and its partners should simply continue with and build on current work and efforts (21%).

Keep on keepin' on. This is a critical time and opportunity to show how our collaborative is different, and push the community to put their money where their mouth is to support COLLECTIVE impact.

Several respondents also recommended that work should be done to get the NAZ “story” out (n=6, 21%). For some, this meant sharing data and information back with families and the community, and for others this meant involving local media in storytelling.

We should utilize local media effectively. Weekly there should be a NAZ column in In-Sight News and an appearance on KMOJ regularly. I think NAZ should have a radio show and perhaps a cable show as well. We have a great story!

I've seen lots of reports and presentations on NAZ work/outcomes to funders, partner organizations, etc. Is there any more community-friendly reporting aimed at Northside residents in general?

Other suggestions included improvements to the schools and school system (n=4, 14%) and increased collaboration (n=6, 21%). This collaboration could take the shape of more check-ins, meetings, and ensuring shared understanding of goals and expectations.

I think due to the nature of the separate organizations and who they serve, it seems that it can be difficult to find ways that we can do direct service as a collaboration. I am eager to see how our group comes to that shared understanding.

Summary of differences by sub-groups

Types of changes in the Northside community

Differences in *closed ended responses* included:

- **Early childhood** representatives more often said they saw changes in community members’ behavior, increased funding opportunities, increased capacity for problem-solving, and other changes. **OST** representatives were equally likely to report seeing changes in community members’ behavior, and most likely of any organization type to report changes in cultural norms. **School** representatives were least likely to report any of the specified kinds of changes, and **family support** representatives were most likely to answer that they didn’t know.
- There were fewer differences by the type of team. **Site level** and **scholar-focused teams** were most likely to report changes in community members’ behavior, while **school**

teams most often reported changes in cultural norms, but least often reported changes in policies or capacity for problem solving.

Differences in *open-ended descriptions* included:

- Individual teams were least likely to notice changes in the community in the form of improved outcomes for families and youth (n=1) and in more funding opportunities (n=0).
- Solution action teams were most likely to notice an overall commitment to change in the community.
- School teams and site level teams were less likely to notice more funding opportunities or shifts in language.

Ways to bring learnings and impact to scale

- Across all teams, about one-quarter of each team suggested getting the NAZ “story” out to bring impact to scale.
- Solution action teams were more likely than others to suggest continuing with and building on current work to bring impact to scale.
- Leadership teams were least likely to recommend increased collaboration (n=0); on other teams, this number was closer to one-quarter of respondents who recommended increased collaboration.
- Respondents at the director or manager level were more likely to say that they’ve seen change in the Northside in the form of an overall commitment to change.
- Respondents at the director or manager level were much more likely to say that increased collaboration would help to bring impact to scale; senior leaders were somewhat more likely to say that there should be an effort to get the NAZ “story” out.

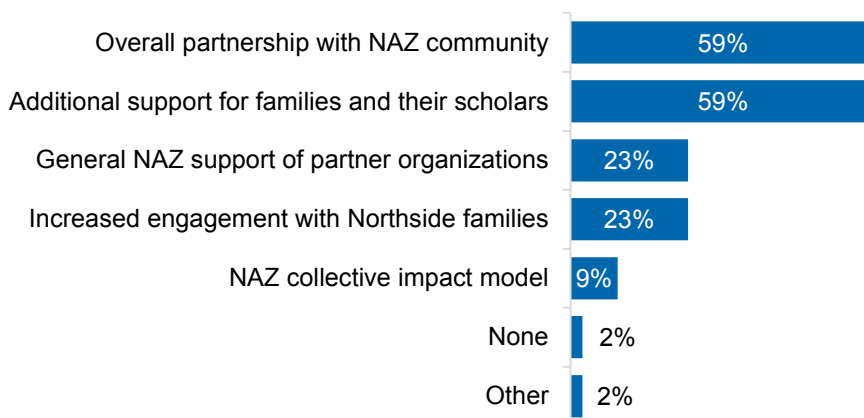
Overall findings across sections of the plan: Benefits, challenges, and suggestions for improvement

At the end of the survey, respondents were asked to reflect on the overall benefits and challenges of their partnership with NAZ, and to make recommendations for what NAZ and their own organization could consider doing to strengthen the partnership. These answers cross all sections of the collaboration results plan, and add context and depth to all of the findings from the previous questions.

Benefits to partners from collaboration

The partnership with the NAZ community was seen as one of the top two benefits to member organizations from the collaboration (chosen as one of the top two benefits by 59% of respondents) (Figure 7). Equal in its prominence at the top was the increase in support for families and their scholars resulting from the partnership. At a second level of mention (chosen by 23%) were NAZ’s support of partner organizations and increased engagement with Northside families.

7. What are the biggest benefits to your organization from its partnership with NAZ? (N=44)



Note. Respondents could pick up to two answers.

Respondents were asked to describe these benefits in their own words. Two benefits rose to the top among the examples cited by respondents – 15 people said that partnering with NAZ increases their capacity or impact (47%), and an additional 13 said that the key benefit to the partnership was having shared goals around support for families and youth (41%).

NAZ has given our organization the ability to connect program participants to academic support in a way that our regular programming does not.

Extra hands, hearts, and financial resources to assist in sustaining our organization's mission and the overall merged collective vision for the NAZ collaborative.

These benefits are closely related with the improvement in service delivery (n=7, 22%) and increased financial support (n=4, 13%) also expressed by respondents. One response in particular shows the interconnectedness of these benefits:

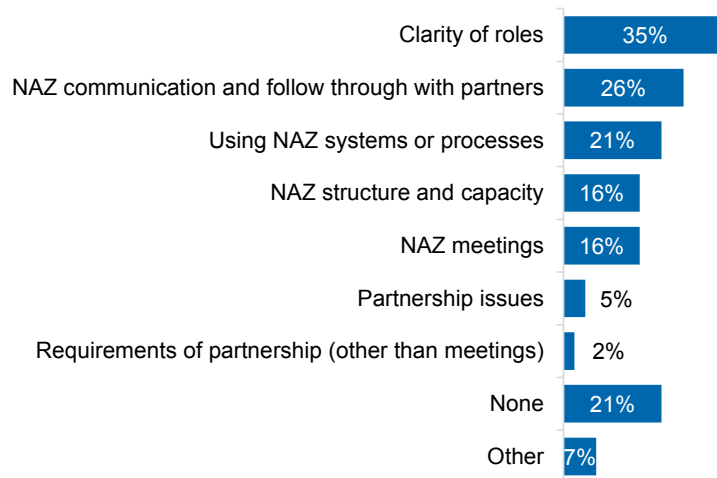
We work with NAZ to administer a rental subsidy program that directly benefits families. There are also some families in our housing that received family services from NAZ. It has connected us to a few other Northside partners and those relationships strengthen our work.

Overall, respondents' examples illustrate ways in which families receive better support (through funding, resources, or services, for example) as a result of features that are improved through NAZ partnerships.

Challenges for partners in collaboration

The most commonly selected responses for the biggest challenge in collaboration are consistent with the ratings given about specific elements of the collaboration earlier in the survey (Figure 8). In order of frequency, they are: clarity of roles (35%), NAZ communication and follow through with partners (26%), and using NAZ systems or processes (21%). It should be noted that “None” was also selected by 21 percent of respondents.

8. What are the biggest challenges of your organization's partnership with NAZ? (N=43)



Note. Respondents could pick up to two answers.

In their open-ended elaboration on these categories, the most common challenges expressed by respondents are both related to a lack of clarity – eleven people said that the biggest challenge was a lack of clear and open communication (39%) and seven people said it was the complex organizational structure (25%). A few respondents indicated that these two challenges were connected – for example, structural complexity leading to a lack of clarity.

- 1. Excessive layers of complexity presents a big challenge to effective communication.*
 - 2. The lack of clarity about how partners are represented on the board is a festering issue that won't go away until addressed head on.*
- There is a lot of critical work happening at NAZ and it has been challenging to understand the depth of all that is taking place.*

A few others commented on issues with the partnership; concern about the demanding nature of the relationship with NAZ (n=6, 21%) as well as a lack of timeliness and progress (n=5, 18%) were both brought up by respondents.

- NAZ needs to improve its timeliness to follow through on projects, emails, etc. At times it seems NAZ sets up processes that are more complicated and time-involved than needed.*
- This has been a demanding relationship, and difficult for my organization to keep up with.*

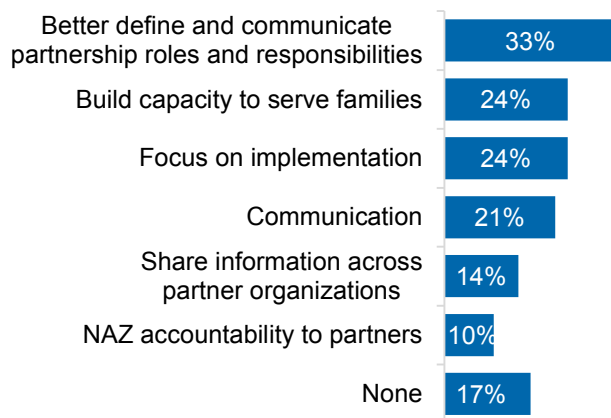
Four respondents said the biggest challenge to partnering with NAZ has been working with the NAZ Connect system (14%). Two of these respondents explained that it is especially burdensome to manage NAZ Connect on top of their own internal systems and processes.

The largest challenge was at one time NAZ Connect but with simplified process it has become more manageable. The idea of the system was fantastic but operating the system has been a challenge.

What NAZ could do differently

The survey invited respondents to tell NAZ what it might do differently to improve its partnerships with organizations like their own (Figure 9). Once again, roles and responsibilities rose to the top in the responses (selected by 33%). Other responses selected by at least 20 percent of respondents were to build capacity to serve families (24%), focus on implementation (24%), and work on communication (21%). Seventeen percent said there was nothing they would recommend.

9. What changes do you think NAZ might consider to improve the partnership with your organization? (N=42)



Note. Respondents could pick up to two answers.

As before, respondents were asked to put their answers into their own words. Based on the key challenges described by respondents, it is unsurprising that the most common suggestion regarding partnership improvement (on the part of NAZ) is more and better communication, including sharing information (n=11, 42%). Respondents would also like increased clarity about roles and expectations (n=8, 31%) and more collaboration around strategy and decision-making (n=7, 27%).

Fewer but higher-impact meetings, additional clarity on what we can do/should do to intentionally connect NAZ to our program and families. We have co-located staff to do much of this, but is there more guidance from NAZ about what we could do to make NAZ more of a living, breathing entity for our families in OUR daily work?

Being a partner with NAZ has sometimes felt that I needed a whole separate language which I might or might not feel literate in. This has made it hard to feel comfortable I am fulfilling what's expected.

The questions posed to the partners seem so big and complex. The lines of authority and decision-making process is so unclear, so it is difficult to see forward progress. It would help if NAZ leadership could package and pose key questions in a way that the partners can respond. A vote of "approval" of a pages-long description of the collaborative structure does not equal shared understanding and buy-in.

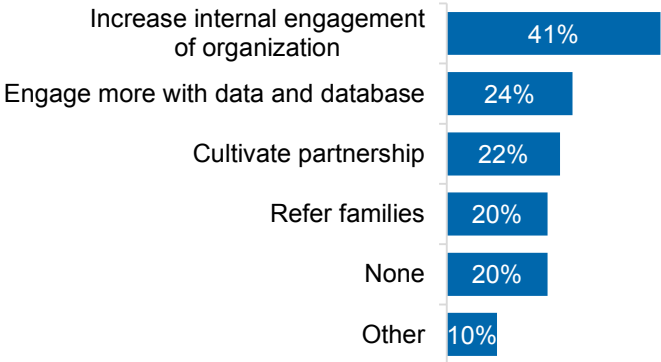
Others expressed the need to simply increase organizational capacity to take on more families and offer more “complete” services.

NAZ seems to have a fairly proscription set of issues that it is interested in addressing, and if a family's needs fall outside of those things, there appears to be little capacity to address (mental health issues, for instance).

What partners could do differently

Finally, respondents were asked a parallel question about what changes their own organization could make to improve the partnership with NAZ (Figure 10). Most indicated they would focus on changes in how they engaged people within their organization (41%). Others selected greater engagement with data and the database (24%), greater cultivation of partnership (22%), and more referral of families (20%); 20 percent had no changes to recommend.

10. What changes could your organization make to improve the partnership with NAZ? (N=41)



Note. Respondents could pick up to two answers.

In their open-ended amplification of the above responses, respondents were more or less consistent in their comments about how their organization could improve its partnership with NAZ (as compared with what NAZ could do); seven people said that they should meet or communicate more internally within their team (33%), and six people said that there should be better or more effective communication and meetings with NAZ staff (29%).

I think our organization should communicate more regularly with the next level of supervisors at NAZ (those who work directly with students and those who supervise those individuals). This could mean just attending some of their regular meetings (or a portion of the meeting time) to increase alignment at the school site. In the past I have attended co-located meetings, which helped me understand more about what NAZ was working on and also shared what our organization was doing/working on at the time. We were able to more organically work together when this was happening. It also fostered closer working relationships with NAZ. I think that is missing from our partnership at present.

Four respondents said that their organization could better track and use data to improve their partnership with NAZ (19%), and an additional four thought that their organization should refer scholars and families to NAZ for support (19%).

Summary of differences by sub-groups

Benefits of partnership with NAZ

- Two-thirds of leadership team respondents said that their organization benefits from the NAZ partnership through increased capacity and impact (n=6).
- Solution action teams were much more likely to say that the benefit to their organization was having shared goals around support for families and youth (n=13).
- Leadership teams were least likely to say that partnering with NAZ improves service delivery (n=0).
- More than half (53%) of senior leader respondents said a key benefit to partnering with NAZ was increased capacity or impact.
- Half (50%) of respondents at the director or manager level commented on shared goals around support for families and youth as a key benefit.

Challenges of partnership with NAZ

- Solution action teams were much more likely than other teams to cite complex organizational structure as a challenge to partnering with NAZ (n=7).

- Leadership teams were less likely to say that NAZ Connect presented a problem (n=1 as compared with all other teams at n=3).
- Half of all individual team respondents said that lack of clear and open communication was a challenge to partnering with NAZ (n=4).
- Nearly half (47%) of senior leaders said that the challenge to working with NAZ was lack of clear or open communication.
- Director or manager level respondents were less likely to say that the NAZ relationship is demanding.

What NAZ could do differently

- Individual teams were slightly less likely to suggest more or better communication as a way for NAZ to improve partnerships.
- Leadership teams were least likely to suggest increasing capacity to take on more families or offer more services as a way to improve partnership.
- Leadership team respondents were much less likely to say that more effective or more regular communications or meetings with NAZ staff could improve partnership (n=0).
- Senior leaders were much less likely to suggest increasing capacity to take on more families in order to improve partnership.
- Respondents at the director or manager level were less likely to comment on the need for increasing clarity about roles and expectations in order to improve partnership.

What partner organizations could do differently

- Solution action teams were more likely to suggest meeting and communicating more internally with their team would improve partnership (n=5).
- Respondents at the director or manager level were more likely to express the need for meeting and communicating more internally to improve partnership.

Compilation of differences by sub-groups

Differences by types of organization

Early childhood

High ratings, compared to other kinds of organizations, across all sections of the survey, especially relating to the reasonableness of goals. Areas with lower ratings compared to other kinds of organizations are ability to adapt to changing conditions, openness to different approaches, and especially adequacy of funds.

Family support

Generally in the middle of the distribution. Notable high ratings are about openness to different approaches, the collaboration's ability to adapt to changing conditions, perception that NAZ's work is having larger effects, and feeling that NAZ's shared vision adds energy to their work with others. Lower ratings than others on adequacy of "people power," clear understanding of goals, capacity to use and learn from data, and changes in organizational practices as a result of NAZ.

OST

Generally in the middle of the distribution. The most notable high rating is about adequacy of funding. Other high ratings are about openness of communication, openness to different approaches, organizational changes based on NAZ, and NAZ helping the respondent to focus on a shared vision of better outcomes for kids and families. Low ratings are on clear sense of roles and responsibilities and clarity in how resources are shared across organizations.

School

Generally lower ratings across all sections of the survey, most notably with respect to openness of communication, organization of meetings and communication to move from talk to action, and shared vision adding energy to the joint work. Items with higher ratings, compared to other organization types, are with respect to "people power" and clarity of roles and responsibilities.

Differences by types of NAZ teams

Solution Action Teams

Generally higher ratings on many items compared to other kinds of NAZ teams. Most notable high ratings are for measuring and reporting outcomes and investing the right amount of time in the collaborative efforts. The one notable item receiving lower ratings is on adequacy of “people power.”

School teams

See **Schools** under types of organization, above: patterns of lower ratings are generally similar, except members of **school teams** are most likely than members of other kinds of NAZ teams to say being a member of the NAZ collaborative has improve their organization’s ability to be effective; they also give high ratings to availability of “people power” and clarity in how resources are shared.

Leadership level teams

These generally fall in the middle of the distribution by types of teams. Items on which they rate high or highest are for commitment level of participants, regular entry of data into NAZ Connect, ability to adapt to changing conditions, and organizational change in its work based on NAZ meetings or conversations. Areas of low ratings include clear understanding of goals, openness of communication, adequacy of funds, and problems with resource competition.

Site level teams

Most ratings are in the middle of the distribution. One notable item on which they give the highest rating is for the NAZ collaborative process to have improved outcomes for parents and/or children their organization serves. However, one of the items rated lower than most include NAZ membership having improved the organization’s ability to be effective. This paradox merits further discussion.

Scholar-focused teams

Generally rate at or near the top in distribution of ratings, especially for having clarity of roles and responsibilities and clarity of decision-making, being informed as often as needed, adequacy of funds, having members invest the right amount of time, and including all needed organizations. No items were rated at the bottom compared to other types of teams.

Differences by respondent's role

Senior leader of own organization

Higher relative ratings (compared to directors or managers) on clear sense of roles and responsibilities and clear process for decision-making. Also high on availability of “people power,” organization’s entry of data into NAZ Connect, and clarity of how resources are shared across organizations.

Director or manager of own organization

Compared to senior leaders, considerably higher ratings on openness of communication among group members and NAZ’s shared vision adding energy to the joint work. Other relatively higher ratings include being open to different approaches and having adequate funding.

Team leader of a NAZ team

Compared to respondents who are not team leaders, higher ratings on NAZ organizing meetings and communications so as to help move the group from talk to action. Lower ratings on many items, especially adequacy of “people power,” own organization having the capacity to use and learn from data, clarity of roles and responsibilities, and openness of communication among group members.

Conclusions

Survey results show generally positive impressions about NAZ collaboration across many different aspects and features of the partnership. These include most aspects of the design and structure of the partnerships; a strong sense of shared commitment to the partnership, and a conviction that one's own organization benefits from being part of it.

Respondents are generally consistent in identifying a need for more clarity related to expectations, roles, and (for some groups more than others) goals. In a closely connected theme, partners indicate a desire for clearer and more consistent communication from NAZ. In addition, NAZ Connect remains a difficult tool for many to use, both to enter data as needed, and to use its data to shape practices.

As significant as the current partnership level is already, there remains a desire among many respondents to connect more with other partner organizations (not just with NAZ). Purposes of such increased connections include to learn about what others are doing; to gain knowledge about NAZ families and/or scholars and their needs, or about best practices; and to collaborate more on funding.

Many respondents report that they are seeing positive changes in the community that they attribute to NAZ's efforts. These include changes in organizational practices (their own or others') to become more effective, changes in community norms or behaviors, and in some cases, changes in funding availability or other policy changes.

Appendix

Methods

Wilder Research worked with NAZ staff to develop a web-based survey that addressed strategies in the 2017 Collaboration Effectiveness Results Plan. Items were drawn primarily from two earlier collaboration surveys:

- A 2010 survey conducted by Wilder Research using the Collaboration Factors Inventory (CFI), a research-based survey of factors known to be related to effective collaboration. The CFI also includes other items that were omitted from the NAZ survey because they are not directly related to the NAZ Collaboration Results Plan (such as those relating to whether the historical and political context are favorable).
- A 2015 survey developed and administered by the University of Minnesota Center for Early Education and Development (CEED) that included a mix of closed-ended and open-ended items.

Where neither of the prior surveys addressed an element of the Results Plan, new questions were written to collect the needed feedback. The resulting survey included 52 closed-ended questions and 14 open-ended questions (3 asked of all respondents and 11 that were conditional on an earlier answer). The estimated time needed to complete the survey was approximately 20 to 25 minutes, depending on how much detail was included in the open-ended responses.

NAZ staff identified 79 members of 34 partner organizations who they knew had been involved in one or more of NAZ's currently active teams. These teams, and the number of respondents from each who completed the survey, were:

- Early Childhood Action Team (n=9)
- Out of School Time (OST/ExL) Action Team (n=8)
- High School / College Success Action Team (n=6)
- Family Support Working Groups (site teams or planning teams with Career/Finance or Housing partners) (n=8)
- Strategic Leadership Team (n=7)
- Principal Leadership Team (n=5)

- Anchor School Site Team meetings (meetings with my school and NAZ staff to oversee implementation) (n=14)
- Results Integration Team/S3 process (n=5)
- Team meetings at an individual level to support NAZ scholars or parents (n=16)

Each identified collaboration participant was emailed an invitation to complete the NAZ collaboration survey. The survey was open from February 22 through March 12, during which time three reminders were sent. As an incentive, NAZ offered a \$500 "Engaged Partner Incentive," with each organization having one chance at the drawing for each representative who completed the survey. A total of 43 respondents completed the survey. Results reported here also include answers, where available, from an additional four respondents who answered part of the survey.

Respondents represented 28 of the 34 organizations. Content areas represented, and the number of representatives of each, were:

- Anchor schools (n=12)
- Early childhood (n=11)
- Career/Finance (n=4)
- Housing (n=7)
- Out-of-school time (OST) K-8 (n=9)
- OST High school (n=4)

Nine respondents were identified by NAZ as team leaders, and 22 were with organizations that hosted co-located staff. Twenty-three identified themselves as a senior leader within their own organization (e.g., a principal or CEO) and 23 identified themselves as a director or manager; one respondent identified themselves as in a direct service role (e.g., teacher or case manager).

Half the respondents (n=24, or 51%) reported participating in just one of the identified NAZ teams. Sixteen (34%) participated in two teams, and 7 (15%) in three or more. Those on multiple teams were asked to select one to answer about in the survey. However, at the end of the survey they were asked if their answers would have been different if they had been describing their experiences with one of the other groups, and all of them reported their answers would have been generally the same. For this reason, when results were

analyzed by particular sub-groups, answers were included in as many different groups as the respondent identified.

To preserve confidentiality, results are not reported for groups smaller than 10 (except some results for the nine respondents who were team leaders). To bring smaller subsets together to achieve a reportable number, Career/Finance and Housing representatives were combined in the Family Support content area, and the two grade levels of OST were combined.

NAZ teams were grouped as follows:

- Early Childhood Action Team, Out of School Time (OST/ExL) Action Team, High School / College Success Action Team, and Family Support Working Groups: Grouped together as ***Solution Action Teams***
- Strategic Leadership Team, Principal Leadership Team, and Results Integration Team/S3 process: Grouped together as ***Leadership level teams***
- Family Support Working Groups and Anchor School Site Team meetings: Grouped together as ***Site level teams***
- Principal Leadership Team and Anchor School Site Team meetings: Grouped together as ***School teams***
- Team meetings at an individual level: Reported as a group of its own, ***Scholar-focused teams***

Because the response rate of 54 percent is considered somewhat low, Wilder compared the survey respondents to those who were invited but did not respond, based on type of organization, type of partnership with NAZ, and type of role within their organization. This comparison suggests that the survey results are likely to be reasonably representative of the entire original group.

The full survey instrument (in printed form) is reproduced on the following pages.

Results NAZ – Collaboration survey for partners – February 2017

As part of its continuous improvement process, NAZ is once again asking its partners for feedback on how the collaborative teams and processes are working. Your feedback on this topic is voluntary, but it is very important. The questions are designed to address the multiple roles that you and your other NAZ partners play in this collaborative (leaders, action team members, on-the-ground implementation partners, etc.). Your feedback will be used to improve NAZ's work and, we hope, its positive impact on families and community.

The survey should not take longer than 20-30 minutes. The questions are designed to address the multiple roles you and your other NAZ partners play in this collaborative (leaders, action team members, on-the-ground implementation partners, etc.). You can stop part-way through and come back to finish it at a later sitting if needed, without losing any earlier answers. Results will be presented and discussed at the April Collaborative Leaders meeting, so it is important that you complete the survey in the next two weeks.

The survey will be collected by Wilder Research, and nobody at NAZ will know how you answer any question. All reporting will be about groups. No respondent or organization will be identified in connection with any answers. There are a small number of open-ended questions for which Wilder may share the answers with NAZ, without identification, so NAZ can understand in more detail what is and is not working. If you prefer, when you finish the survey you can instruct Wilder not to share your responses in this way, in which case they will only be included in the analysis of findings at the group level.

1. We understand that you work for [insert name of organization here from sample list]; what is your role in that organization? (Note: this information will be used for categorization purposes only; your organization will not be identified in connection with any responses)
 - Senior Leader (e.g., Principal, CEO)
 - Director or Manager
 - Direct-service role (e.g., Teacher, Case Manager)

2. What NAZ teams do you currently participate in? (mark all that apply)
 - Early Childhood Action Team
 - Out of School Time (OST/ExL) Action Team
 - High School / College Success Action Team
 - Family Support Working Groups (site teams or planning teams with Career/Finance or Housing partners)
 - Strategic Leadership Team

- Principal Leadership Team
 - Anchor School Site Team meetings (meetings with my school and NAZ staff to oversee implementation)
 - Results Integration Team/S3 process
 - I am not a part of any of the above NAZ Teams
3. Do you currently take part in team meetings at an individual level to support NAZ scholars or parents (i.e., meetings to plan with other staff about individual scholar or family achievement plans)?
- Yes
 - No

[IF NO TO All response options in Q2, Q3, and Q4] This survey is only relevant for people currently engaged in some kind of collaborative group with NAZ. Thank you for your time, and there are no more questions. → END4.

[IF YES TO MORE THAN ONE TEAM IN Q.2, OR IF YES TO ANY TEAM IN Q2 AND YES TO Q3]

4. You indicated that you are part of multiple groups. Because your experience with NAZ collaboration may vary between groups, please answer the questions in this survey based on only one group. You may choose the one on which you spend the most time, or the one you consider the most important. You will have an opportunity at the end of the survey to say how your answers would be different for any other group(s).

Please indicate below which group you are answering about: [show a “choose-one” list showing all “yes” responses to previous two questions]

SECTION 1: COLLABORATIVE PROCESS

5. Please rate your overall level of satisfaction with being a part of the NAZ Collaborative.
- Very satisfied
 - Satisfied
 - Somewhat satisfied
 - Somewhat dissatisfied
 - Dissatisfied
 - Very dissatisfied

Please indicate the extent to which you agree or disagree with each of the following statements about your working group. There are no right or wrong answers. If your role does not relate to a specific question, please choose the “Not applicable” answer.

	Strongly disagree	Disagree	Neutral, no opinion	Agree	Strongly agree	Not applicable
6. All the organizations that we need to be members of this collaborative group have become members of the group.						
7. The organizations that belong to our collaborative group invest the right amount of time in our collaborative efforts.						
8. The level of commitment among the collaboration participants is high.						
9. There is a lot of flexibility when decisions are made; people are open to discussing different options.						
10. Our collaborative group has adequate “people power” to do what it wants to accomplish.						
11. My organization will benefit from being involved in this collaboration.						
12. People in this collaborative group have a clear sense of their roles and responsibilities.						
13. There is a clear process for making decisions among the partners in this collaboration.						
14. This collaboration is able to adapt to changing conditions, such as fewer funds than expected, changing political climate, or change in leadership.						
15. The NAZ collaborative process has improved outcomes for parents and/or children that my organization serves						

16A. Can you think of a specific example when the NAZ collaborative approach has resulted in better outcomes for someone you or your organization has worked with?

- Yes
- No
- Don't know

16B. If yes: Please describe: _____

Please indicate the extent to which you agree or disagree with each of the following statements about your working group. There are no right or wrong answers.

	Strongly disagree	Disagree	Neutral, no opinion	Agree	Strongly agree	Not applicable
17. I have a clear understanding of what our collaboration is trying to accomplish.						
18. People in our collaborative group know and understand our goals.						
19. People in our collaborative group have established reasonable goals.						
20. Being part of NAZ has helped me focus on a shared vision of better outcomes for kids and families.						
21. NAZ's shared vision adds energy to my work together with others in NAZ.						

Section 2: Continuous Improvement Cycle & Building a Results Culture

Please indicate the extent to which you agree or disagree with each of the following statements about your working group. There are no right or wrong answers.

	Strongly disagree	Disagree	Neutral, no opinion	Agree	Strongly agree	Not applicable
22. People in this collaborative group are open to different approaches to how we can do our work. They are willing to consider different ways of working.						
23. My organization has made changes in our work based on NAZ meetings and/or conversations						
24. A system exists to monitor and report the activities and/or services of our collaboration.						
25. We measure and report the outcomes of our collaboration.						
26. Information about our activities, services, and outcomes is used by members of the collaborative group to improve our joint work.						
27. My organization has the capacity to effectively use and learn from data						
28. My organization has the capacity to use the NAZ Connect database to make our work effective						
29. Staff in my organization regularly enter data into NAZ Connect						
30. Being a member of the NAZ collaborative has improved my organization's ability to be effective						

23B. [If A or SA to Q.23 above] You indicated your organization has made changes in its work based on NAZ meetings and/or conversations. Please describe 1 or 2 most important examples: _____

SECTION 3: COLLABORATIVE COMMUNICATION

Please indicate the extent to which you agree or disagree with each of the following statements about your working group. There are no right or wrong answers.

	Strongly disagree	Disagree	Neutral, no opinion	Agree	Strongly agree	Not applicable
31. Our collective work in NAZ is having larger effects in the Northside more broadly						
32. People in this collaboration communicate openly with one another.						
33. I am informed as often as I should be about what goes on in the collaboration.						
34. The people who lead this collaborative group communicate well with the members.						
35. Communication among the people in this collaborative group happens both at formal meetings and in informal ways.						
36. I personally have informal conversations about the project with others who are involved in this collaborative group.						
37. Communications from NAZ are consistently grounded in the Results-Based Accountability framework (use CEQ response options)						
38. NAZ organizes meetings and communications in ways that help move the group from talk to action						

31B. [If YES to Q31 above] You indicated above that the collective work of NAZ is having larger effects in the Northside. Please give an example: _____

39. In what ways could NAZ’s communications be improved (for example, clarity, timeliness, relevance to your work)? _____

SECTION 4: SHARED RESOURCES

Please indicate the extent to which you agree or disagree with each of the following statements about your working group. There are no right or wrong answers.

	Strongly disagree	Disagree	Neutral, no opinion	Agree	Strongly agree	Don't know	Not applicable
40. Our collaborative group has adequate funds to do what it wants to accomplish.	1	2	3	4	5	8	
41. Our collaborative group has adequate "people power" to do what it wants to accomplish.	1	2	3	4	5	8	
42. NAZ's action plans are clear in how resources are to be shared across organizations.	1	2	3	4	5	8	
43. NAZ partners do not let resource competition get in the way of effective collaboration	1	2	3	4	5	8	

44. How could decisions about resources be improved? _____

45. What are ways that NAZ and NAZ partners can leverage resources better together?

SECTION 5: SYSTEMS AND POLICY CHANGE

46. As a result of NAZ's work, I have seen changes in our Northside community in ... (please mark Yes, No, or Don't know for each)

	Yes	No	Don't know	Not applicable
A. a. The behavior of community members				
B. b. New, increased, or re-purposed funding opportunities				
C. c. Changes in cultural norms (what is expected or seen as appropriate)				
D. d. Changes in policies				
E. e. Increased capacity for problem-solving				
F. f. Other kind of change: (describe)_____				

47. (If Yes to any of 46 A-E above) Please give an example of one of the above:

48. OPTIONAL: What else can we do (or do more of) to bring our learnings and impact to scale -- that is, to affect the larger community or the systems that serve it?

Wrapping up

49. What are the biggest benefits to your organization from its partnership with NAZ? (mark no more than two)
- Overall partnership with NAZ community (i.e., NAZ ecosystem of organizations working in the Northside)
 - General NAZ support of partners organizations
 - Additional support for families and their scholars
 - NAZ collective impact model
 - Increased engagement with Northside families
 - None → Go to Q51
 - Other: specify _____
50. [If Yes to any of Q49 other than “none”] Please describe the benefits to your organization. _____
51. What are the biggest challenges of your organization’s partnership with NAZ? (mark no more than two)
- NAZ structure and capacity
 - NAZ meetings
 - Requirements of partnership (other than meetings)
 - Clarity of roles
 - Partnership issues
 - NAZ communication and follow through with partners
 - Using NAZ systems or processes
 - None → Go to Q.53
 - Other: specify _____
52. [If Yes to any of Q51 other than “none”] Please describe the challenges to your organization. _____

53. We are interested in determining what to do differently to improve NAZ's partnerships with organizations like yours. With that in mind, what changes do you think NAZ might consider to improve the partnership with your organization? (Mark up to two top priorities)
- Build capacity to serve families
 - NAZ accountability to partners
 - Better define and communicate partnership roles and responsibilities
 - Communication
 - Share information across partner organizations
 - Focus on implementation
 - None → Go to Q.55
 - Other (specify): _____
54. [If Yes to any of Q53 other than “none”] Please describe what changes NAZ should consider to improve the partnership with your organization: _____
55. In the same way, what changes could your organization make to improve the partnership with NAZ? (Mark up to two top priorities)
- Increase internal engagement of organization
 - Cultivate partnership
 - Engage more with data and database
 - Refer families
 - None
 - Other (specify): _____
56. [If Yes to any of Q55 other than “none”] Please describe what changes your organization could make to improve the partnership with NAZ: _____
57. You indicated your answers above are about [INSERT NAME OF GROUP HERE FROM RESPONSE TO Q.4], but that you are also participating in at least one other NAZ group. Would your answers have been generally similar for your other group(s), or would they have differed in any significant way?
- Generally similar for other group(s)
 - Different for other groups
58. [IF “different”] Please describe briefly how your answers would have been different, and for what other group(s) the differences apply.
- _____

REMINDER: NAZ would like to review open-ended comments, without identification, in order to learn as much from this survey as possible. Please mark below to indicate your consent for this. If you indicate that you prefer not to have your answers shared in this way, then only coded and grouped responses will be shared.

- It is ok to share my responses, without identification, with NAZ
- Please do NOT share my responses except in coded and grouped form.

Those are all our questions. Thank you for your time and your thoughts! Both are important to NAZ.